

**THE GEORGE WASHINGTON UNIVERSITY**  
Washington, DC

**MINUTES OF THE REGULAR FACULTY SENATE**  
**MEETING HELD ON SEPTEMBER 10, 2010**  
**IN THE STATE ROOM**

**Present:** Provost Lerman, Registrar Amundson and Parliamentarian Charnovitz;  
Deans Dolling, Feuer, and Goldman; Professors Barnhill, Biles, Boyce,  
Castleberry, Corry, Dickson, Garcia, Garris, Harrington, Helgert, Hotez,  
Johnson, Kessman, Klaren, Ku, Lipscomb, McAleavey, Pagel, Parsons,  
Rehman, Simon, Wilmarth, Wirtz, and Yezer

**Absent:** President Knapp; Deans Brown, Burke, Guthrie, Lawrence and Scott;  
Professors Cordes, Costanza, Galston, and Shesser

**CALL TO ORDER**

The meeting was called to order by Provost and Executive Vice President for Academic Affairs Lerman at 2:15 p.m. Provost Lerman introduced three new Deans: Dean Lynn Goldman of the School of Public Health and Health Sciences, Dean Michael Feuer of the Graduate School of Education and Human Development, and Dean Jean Johnson of the new School of Nursing. Provost Lerman also welcomed former Executive Vice President for Academic Affairs Donald Lehman who retired from that position June 30, 2010. He has returned to the University as Special Adviser to the President.

**IN MEMORIAM**

Professor Castleberry requested and received the consent of the Senate for Professor William Briscoe of the Physics Department to read the Memorial Tribute to Barry Louis Berman, Professor of Physics. The Tribute is attached.

**APPROVAL OF THE MINUTES**

The minutes of the special Senate meeting of May 12, 2010 and the regular meeting of May 14, 2010 were approved as distributed.

**REMARKS BY CHAIRMAN OF THE GW BOARD OF TRUSTEES W. RUSSELL RAMSEY**

As previously announced, Provost Lerman advised that Mr. Ramsey was called out of town on business and could not attend the meeting as scheduled.

**CHANGE IN THE ORDER OF THE AGENDA**

Professor Castleberry requested and received the consent of the Senate so that Michelle E. Wiles, Assistant Vice President of Total Rewards in the Human Resources

department, could brief the Senate on upcoming changes to employee benefits during the Open Enrollment period. He explained that this information had not been provided in time for the Executive Committee to place the item on the agenda for the Senate meeting, but that he had extended the opportunity to brief the Senate so that senators would be informed about changes as early as possible so they could report back to faculty members of the Schools they represent.

#### BRIEFING ON MEDICAL BENEFIT CHANGES

Assistant Vice President Wiles thanked the Senate for the opportunity to brief it on changes to the medical benefit during the open enrollment period. She distributed information on the 2011 Medical Plan, and that information is enclosed.

AVP Wiles acknowledged that health insurance and medical benefits are some of the most important benefits employees receive. As a health plan sponsor, it is Human Resources' responsibility to the institution to insure that employees receive the best service possible. As part of its fiduciary responsibility, it must also ensure cost efficiency. In order to honor those obligations, earlier this year a request for proposals (RFP) was set up for the medical plan and four providers were invited to participate in that process. Those vendors were United Health Care, Cigna, Aetna, and Carefirst. All four providers were rated on the same scale by the same criteria. Those criteria were: financial, provider network and account management, the clinical program, technology capabilities, the ability to service GW's retiree medical population, the plan design and incentive capabilities. When all of the plans were scored on all of the same criteria, the one that came out on top was United Health Care (UHC). The final score for each vendor responding to the RFP can be found on page one of the overview portion of the report distributed.

One question likely to be raised by many people is why Carefirst was not selected. Carefirst currently provides GW employees with a PPO product and is the vendor with the highest enrollment. Historically, Carefirst has been the provider of choice in Maryland, the District of Columbia and Virginia for quite some time. This is because they have had the highest level of local providers contracted in their network. Over the last several years, other health insurance vendors have moved into the area and have been able to add providers to their networks, so they now provide competition to Carefirst. During this same period, Carefirst has had some challenges with its administrative abilities and technology.

In particular, in January, GW was required to move to a new administrative platform and was told that enhanced performance would be the result. Instead, employees experienced difficulty in getting their claims processed correctly. One example of this was the application of a pre-existing condition requirement to plans where this was inappropriate, resulting in denial of benefits. AVP Wiles noted that before she joined the University in April, all of GW's retirees were cancelled out of the benefit plan in the transition between plan years. This caused a disruption to these retiree's benefits and was identified by GW staff before Carefirst discovered it.

GW has also experienced some difficulty getting data from Carefirst so it can monitor financial aspects of the medical benefit plan. One of the things the University really wants to engage in this year is the development of Wellness programs. In order to do this it is necessary to be able to look at the plan utilization of GW's employee population, so



that, for example, disease management programs can be developed along with other Wellness offerings. GW has worked diligently with Carefirst in the last year and has tried to create a partnership for this, but the effort was not received very well.

Page three of the report describes the reasons why United Health Care (UHC) was selected. First, UHC has the ability to provide all GW employees and their dependents covered by health insurance with a nationwide network of providers, rather than a regional one, as currently offered by Cigna. The report also indicates that through leveraging the network discounts available through UHC, Human Resources was able to keep the cost of health insurance down and reduce premium increases to well below the market. AVP Wiles noted that UHC also currently offers medical coverage for employees at the Medical Faculty Associates and the GW Hospital, so this will allow Human Resources to look at opportunities encouraging utilization across the campus with GW's medical partners. The reduction in administrative expense for Human Resources also means that the savings can be transferred to the Innovation Fund, part of the Innovation Task Force initiative.

AVP Wiles spoke briefly about technology, which was one of the criteria used to evaluate vendors. UHC maintains a website called MyUHC that allows members in the plan to view the status of their claims in real time, understand denials and access other details about their coverage. The website allows online access from anywhere. It is also possible for employees who are out of town and have forgotten to carry their medical cards with them to go online and print out a temporary card in the event they need to secure medical or emergency care.

In conclusion, AVP Wiles covered several points pertaining to potential provider disruption due to the change in medical plans. This was something that Human Resources was very concerned about and took into consideration during the rating/selection process. According to the report, 90.6% of providers utilized by GW employees are contracted in-network with United Health Care. As detailed in the report, the other 9.4% of providers will be assigned to a customized GWU specific network and available to employees as "in-network" effective January 1, 2011. The intent is that employees who are receiving care will not have a disruption in their ability to access care with a provider they are already utilizing.

Discussion followed. Professor Simon clarified that the Medical Faculty Associates do not have UHC, but instead utilizes United Medical Resources. United Health Care provides service in terms of managing the plan, but the real significance of that is that the MFA can overrule them at any time on decisions about coverage. This means the MFA is essentially self-insured. AVP Wiles said that UHC will be the University provider, but GW's plan is also self insured, so the University also has the ability to overrule anything at any time.

In response to questions about when changes would be effective, enrollment, and cost, AVP Wiles said the new plans would be available beginning January 1, 2011. Employees who are currently enrolled in Cigna and Carefirst plans will be migrated to the corresponding UHC plan; however, employees wishing to switch product categories, from a PPO or POS to an HMO, for example, will have the ability to do that. In response to a question about how long the custom network would be in effect, AVP Wiles responded that this would be done for the first twelve months, and during that time the University will pursue bringing those providers into the UHC network. Then, if there is a lot of utilization,

this will be continued in years going forward. AVP Wiles could not give plan cost details at the meeting, but offered to make this information available to Professor Castleberry for dissemination. She did say that under Carefirst, premiums would have increased close to 10%, but that under UHC the increase would be approximately 4.7%.

Professor Corry noted that Carefirst and Cigna will no longer be providers, and he asked why Cigna was discontinued, as their rating was very close to that of UHC. AVP Wiles responded that the largest piece of this was that the University wanted all of the care to be provided by one vendor who could offer national rather than regional networks, as Cigna does. Professor Hotez asked if faculty would be notified of these changes, and AVP Wiles responded that they would. At the close of her remarks, she encouraged faculty to reach out to her with questions, and she offered to provide her contact information to the Senate Office.

### INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

### RESPONSE OF THE ADMINISTRATION TO SENATE RESOLUTIONS FOR THE 2009-10 SESSION

Provost Lerman invited questions about the Administration's Response to Senate Resolutions for the 2009-10 Session. [This material was distributed with the agenda for the meeting.] There were none.

### REPORT BY THE CHAIR OF THE JOINT SENATE SUBCOMMITTEE OF PROFESSIONAL ETHICS & ACADEMIC FREEDOM AND FISCAL PLANNING & BUDGETING COMMITTEES REGARDING NONCOMPLIANCE WITH THE FACULTY CODE BY THE SCHOOL OF PUBLIC HEALTH & HEALTH SERVICES

Professor Edward Cherian briefly reviewed the history of the Joint Subcommittee's formation approximately four years ago. This was done in response to concerns that the School of Public and Health Services (SPHHS) was still out of compliance with the *Faculty Code*, as it had been since the School's founding. The Joint Subcommittee undertook the task of encouraging SPHHS to comply with the *Code*. Several status reports have been furnished to the Senate, the last one earlier this year. In that status report, the Joint Subcommittee mentioned that progress has been made toward compliance in the ratio of tenured faculty to regular, active-status faculty. However, concerns remain about Appointment Tenure and Promotion (APT) criteria and procedures at the department and School level.

Professor Cherian related that two weeks ago, he met with the new Dean of the School, Lynn Goldman, Associate Dean Kathy Hunting, and Assistant Dean Josef Reum, who served as Interim Dean of the School before Dean Goldman arrived. At that meeting, he received for the first time a copy of guidelines for faculty appointments, reappointments, and tenure in the School dated June, 2010. He said he was informed these had been approved by the Medical Center Faculty Senate Executive Committee. This was a surprise as the Joint Subcommittee had not received a copy of these guidelines. [Note: these

guidelines were not received or approved by the University Faculty Senate Executive Committee.]

Several days after this meeting, the Joint Subcommittee met and reviewed the guidelines, finding several issues of concern. These will be outlined in a report provided to the Faculty Senate Executive Committee very soon. Professor Cherian informally outlined four concerns of the Joint Subcommittee as follows: the School is still not in compliance with Article I.B. 1. of the *Faculty Code* which sets forth the required percentages of tenured, tenure-accruing, and non-tenure-accruing faculty members in departments and Schools. Secondly, there are currently some faculty members serving on search committees that appear not to have been formed in compliance with the *Code*. It also appears that some recent appointments of assistant or associate deans have not been made in compliance with *Code* requirements.

Thirdly, in terms of the APT guidelines received by the Joint Subcommittee on August 27, there are several inconsistencies with the *Code*. The Subcommittee will follow up with the School about these.

The fourth and last concern is the disclosure made on August 27 that 9 research staff people were converted by the School into regular, active-status positions without the benefit of what Professor Cherian called due process. Five of these individuals were converted to non-tenure-track positions, and four were converted into tenure-track positions. The Joint Subcommittee does not know at this point who the individuals are, what criteria were used, or the process that was followed; it also does not know how these conversions were approved.

A short discussion followed. Professor Cherian said his understanding was that at GW, there is no process in place for such conversions. Dr. Lehman was recognized, and pointed out that back in the 70's, former President Elliott imposed a hiring freeze on tenure-accruing or tenured positions. As a result a large number of contract faculty members were hired. Faculty members hired during this period were later given an option to decide whether they wished to convert from contract status to tenure-accruing positions, and if they did, they had to stand and qualify for tenure by the usual process. Dr. Lehman reminded the Senate he had brought this up at the April Senate meeting. He added that if he understood Professor Cherian correctly, a couple of conversions have taken place in the SPHHS where research staff that have research-professor titles that sound like regular faculty appointments have now been converted into non-tenure-accruing positions.

Professor Wirtz sought clarification about this process. He focused on the four conversions into tenure-accruing positions, rather than those of research staff with professorial titles who were converted into non-tenure-track positions. He said he understood that for the four conversions in question, no search was completed before this happened. Dr. Lehman expressed surprise that research staff positions were converted into non-tenure-accruing contract lines. He added, that, to the best of his recollection, he did not take action on any of these conversions before he stepped down on June 30, 2010. In addition, he said that he had indicated in his conversations with Interim Dean Reum (about the possibility of conversions) that research faculty members eligible for and wishing to convert into tenure-track positions would have to be highly qualified and stand for tenure under the normal process.

Professor Wilmarth requested that the Provost work with the Senate Executive Committee, Professor Cherian and the Joint Subcommittee, and the Dean's office in examining this conversion process, and report back to the Faculty Senate. Provost Lerman said he had no first hand information about the process to offer at the moment, but that he would look into the matter and report back to the Senate.

Dean Goldman spoke briefly, saying that the School is committed to bringing itself into compliance with the *Code*. She added that she knew there was a history in the past of promises being made that then were not kept, and said this would not longer occur. She also said she believes there has been a history of differences in the interpretation of the *Code*. She promised that if she does not agree in the future she would be honest about that, but that she would argue the point rather than promise to do something with which the School does not agree. She added that her impression was that the appointments in question were appropriate and she pledged to keep an open mind about them and work with Provost Lerman to be sure the Committee has all of the information about how the appointments were handled. She also said she understood that the next report of the School on *Code* compliance issues was due December 31, but that if an Interim Report would be helpful, that could be provided.

**REPORT BY THE CHAIR OF THE SPECIAL COMMITTEE ON THE PROPOSED  
SCHOOL OF NURSING CONCERNING THE REPORT OF THE NURSING  
SCHOOL RECEIVED AUGUST 24, 2010**

Professor Cherian presented the report, which is enclosed, on behalf of the Special Committee. He recounted that, on April 13, 2010, the Committee and the Senate received a proposal to establish a School of Nursing. Because of the very short timeline involved with Board consideration of the proposal to occur at the May meeting, on May 3<sup>rd</sup>, the Committee responded with a report to the Senate Executive Committee outlining concerns about the formation of the School. A special meeting of the Senate was held on May 12 at which the Senate adopted Resolution 10/1. This Resolution supported the formation of the School conditional upon three understandings, as follows:

- (a) At least three tenured faculty members who are not academic administrative officials shall be appointed to the faculty of the School of Nursing by August 31, 2011;
- (b) At least 75% of the regular, active-status faculty of the School of Nursing would hold tenured or tenure-accruing appointments by August 31, 2014;
- (c) By August 31, 2010, the Dean of the School of Nursing would submit a supplemental memorandum to the Faculty Senate Special Committee on the School of Nursing, and that memorandum shall address in sufficient detail the remaining concerns specified in the Special Committee Report dated May 3, 2010.

Professor Cherian advised that the School of Nursing submitted the supplemental memorandum on August 23, 2010 to the Executive Committee of the Faculty Senate. Additional copies of this supplemental memorandum were made available for those



attending the Senate meeting. Professor Cherian said that he had met with Senior Associate Dean Ellen Dawson to informally discuss a dozen issues or questions that were raised following receipt of the supplemental information. The Special Committee met on September 6 and identified some issues of significance as well as some ten minor issues to which the leadership of the School respond. Professor Cherian added that he did not think these issues would be problems.

The Special Committee plans to submit a report to the Senate in about a week. Professor Cherian highlighted three issues, the first being that the School plans to add 16 new tenured faculty positions in the next two years. This is a good development, but it is far more than the 3 new tenured faculty positions the School expected to have by August, 2011. The Special Committee will seek information about recruiting, the Search Committees, the source of funding, and the ratio of tenured faculty in the School for the additional positions contemplated. The second issue is the draft bylaws submitted by the School in its April 13<sup>th</sup> materials. The Special Committee believes these were drafted hastily and are not in full compliance with the *Code*. Therefore, they need to be revised. Lastly, there is the issue of the location of some of the faculty and staff of the new School at the Foggy Bottom and Ashburn campuses. That division is still unclear to the Special Committee and is of concern because of the cap imposed on the number of residents, including faculty and staff, at the Foggy Bottom campus. Professor Cherian concluded his report by saying that generally speaking, the report on the new School is positive.

Dean Johnson offered a point of clarification, saying that in the original proposal the School tried to show projected growth in faculty members over two years. The School has been committed to keeping the number of faculty constant at Foggy Bottom. The only students that will be added will be online students who do not count against the enrollment cap. If additional on-campus students are added, this will occur at the Ashburn campus.

**REPORT ON SUMMER ACTIVITY BY THE CHAIR OF THE SPECIAL AD HOC COMMITTEE ON FINANCIAL AND OPERATIONAL PLANNING FOR THE SCIENCE AND ENGINEERING COMPLEX**

Professor Hermann Helgert distributed copies of his presentation, which is enclosed. He related that the Special *Ad Hoc* Committee was established two years ago to monitor for the Senate the process of developing a concept for a Science and Engineering Complex (SEC) on the site of the existing parking garage at 22<sup>nd</sup> and I Streets, N.W. This Committee served for two years, giving an annual report in May 2009 and a final report in May, 2010, at which point its mandate had run out. The Senate Executive Committee has indicated that it will establish a new SEC Committee with a different charge and it is expected that the Committee membership, which has not yet been announced, will be finalized shortly.

As the Special *Ad Hoc* Committee did not exist over the summer, it was not active. However, a number of people have been active in other forums relative to the SEC. As Professor Helgert is a member of the SEC Operating Committee, he focused his presentation on the work of that group.

Professor Helgert's report lists the membership of the SEC Operating Committee on page 1. The Committee consists of representatives of the University Administration, Faculty Senate, School of Engineering and Applied Science, Columbian College of Arts and



Sciences, the Medical Center, and the Ballinger and Boston Properties firms. This group has been very active over the summer. It met on a bi-weekly basis with Ballinger Architects and Boston Properties representatives. Committee members also participated in bi-weekly meetings with Deans, department chairs, and interested faculty to solicit their views on how the building should be designed. A good deal of time was spent negotiating compromises between competing requirements for space allocated to the four science departments in Columbian College and the five engineering departments in the School of Engineering and Applied Science who will ultimately occupy the building. Professor Helgert said he thought that within the next two weeks the building design and layout would be finalized so that it could be presented for approval to the Board of Trustees at their October 2010 meeting.

Professor Helgert presented information on the construction cost estimate for the SEC which was developed by Clark Construction, the Ballinger firm, Hickok Cole, and Boston Properties. The estimate was based on the preliminary design developed by the Ballinger firm during Fall, 2009 and spring and summer, 2010. Total estimated construction cost is estimated at \$275 million for net assignable space of 290,000 square feet. The estimate includes a build-out of academic space in lower levels 1 and 2 and upper levels 1 through 6. Upper levels 7 and 8 will be constructed as shell space for future build-out.

Professor Helgert said that the estimate includes site preparation, including that which as already taken place, the demolition of the University Parking Garage, construction of the exterior and interior of the building as described above, and partial build-out of a vivarium for the Medical School. An allowance of \$9 million for furniture and equipment for teaching and research labs is included, along with \$4 million for customized lab setup. The estimate also includes costs associated with LEEDS certification, Ballinger fees not attributable to parking construction, and allowances for contingencies and potential future increases in construction costs.

Professor Helgert's report also outlines what is not included in the building construction cost estimate, i.e., the build-out of levels 7 and 8; 300-400 parking spaces at lower levels 3 and 4 of the SEC and other parking garage replacement construction at South Hall and Square 54 (these are to be funded by a separate capital budget based on parking fees). Also excluded are the central utility plant for Ross Hall which will be funded by a separate capital budget item; Ballinger fees associated with SEC parking construction, and office furniture.

The SEC funding plan anticipates that of the total of \$275 million required, \$100 million will come from fundraising, and \$175 million will be financed. It is contemplated that principal and interest on this debt will be covered by a Square 54 payout in excess of \$9 million per year and an expected increase in the level of Indirect Cost Recovery associated with research in excess of \$9 million per year. The plan allows for some flexibility in the relative amounts of fundraising and debt, as approximately \$9.6 million per year would be required to finance \$150 million in debt, assuming 30 year amortization and a 5% interest rate.

An extended discussion followed. Professor Yezer inquired about operating, depreciation and maintenance costs per square foot for the building. Professor Helgert responded these were not included in the construction and equipment estimate. Professor

Yezer said he thought there is a big difference between outlining what will be spent for bricks and mortar, and presenting a business model that will support an investment of this type. He added he thought that faculty members in the Economics Department and the Business School might be helpful in formulating a business model which could be used as the basis for decision-making about the building. Professor Helgert agreed that he thought this was an important issue.

Professor Hotez inquired about the Indirect Cost Recovery assumptions in the funding plan, which are projected at a little over \$9 million per year. The expectation seems to be that an additional \$18 million in ICR will be secured from either National Institutes of Health R01 or equivalent National Science Foundation grants to produce the desired \$9 million per year. Professor Helgert said the ICR figure was based on the assumption that there will be an additional \$30 million per year in research funding that would yield approximately \$9 million per year at currently prevailing rates. Professor Hotez said he thought receiving between 40 to 60 new NIH and NSF grants or more would be necessary to achieve the ICR target. This is an ambitious plan, and would be exciting if it happens.

Professor Hotez raised a point which he had brought up before, and that is, if the ICR goal is to be achieved, Medical School faculty will have to be in the lead, working with engineers, and basic science faculty. The plan for the building does not include facilities for the Medical School, and the discussion concerning compromises about space in the SEC has occurred between CCAS and Engineering departments, with provisions for the Medical School excluded. Consequently, Professor Hotez said he thought that the expectation for ICR should at least be reduced. Professor Helgert said that he thought there would be some presence of the Medical School in the SEC, with the vivarium being one example. He said that in his opinion, the Medical School would have to play a major role in reaching the desired level of funding. There has been representation of the Medical School on the Operating Committee, but the extent to which it will participate in research in the SEC is not yet determined. Professor Hotez said that he could not stress enough that reaching the ICR goal would require addressing this issue, and he thought that should be done.

Dean Dolling of the School of Engineering and Applied Science said he thought that any projection of revenue in the future is always speculative. A large fraction of typical Engineering School ICR funding does not come from NSF or NIH grants; it comes from the Department of Defense and all of its agencies. Dean Dolling said he had just sent a communication to the Engineering faculty outlining a plan to add 32 new faculty to SEAS by this time next year. The following year, the School will add another 7 or 8 if it is able to do so. [Note: later in the meeting, Dean Dolling clarified that these 32 new faculty would be added over the next four years.] These 40 new faculty members are expected to bring in significant amounts of sponsored research. The expectation, based on data from aspirational schools compiled in *U.S. News and World Report*, is that average research funding should be in the neighborhood of \$500,000 per year. Thus, he said he hoped that SEAS funding would triple over the next 3 to 5 years. Right now the School receives approximately \$12 million in research funding, so about \$40 million is within the realm of possibility.

Provost Lerman said that in his previous position, he had been involved in the construction of several buildings similar to the SEC and noted that in his experience every financing plan is just that, and what actually happens is almost always different than the

comfortable with them. One virtue of the financing plan laid out for the SEC is that the sum of the numbers exceed the \$275 million required. He added that he understood that since the plan deals with future projections, people will have different estimates and judgments about the likelihood of each of the targets being reached.

Discussion followed. Professor Garris asked if it was legal or even proper to fund debt service for the SEC by using ICR funds. For one thing, if the increase in research to \$30 million per year materializes, there will likely be a need for a tremendous increase in research support infrastructure. This does not seem to be reflected in the funding plan, which seems to assume the indirect costs coming from increased research is free money. Professor Helgert said he was not in a position to answer that, but agreed with Professor Garris that over the years, the Senate has been told that research is a money-losing proposition for the University. The funding plan seems to turn this scene upside down in its assumption that ICR funds will pay for part of the building's construction costs. He said it was possible that with increased research, some economies of scale might be achievable in terms of research infrastructure. Provost Lerman said he thought that a portion of the space costs – both building and operating -- for the SEC could potentially be recoverable. Costs associated with portions of the building devoted to teaching space and non-research activity would not.

Professor Barnhill spoke in favor of a more detailed financial plan for the SEC. He said he agreed with Professor Yezer's observation that a business model should be formulated which takes into account operating, depreciation and maintenance costs. This information should be provided before a decision on going forward with the project is made. The estimated capital cost of the project should also include all of the incremental costs associated with making a decision to undertake the SEC including the cost of new parking facilities and the cost of finishing the top two floors. Information on the number and types of sponsored research projects expected, and how many and what types of what types of faculty will needed to do this work is needed. The costs of such faculty and other project operating costs are needed. For example, where are the costs of the discussed 30 to 40 new engineering faculty members? An operating revenue and expense plan for the overall SEC project including the anticipated sponsored research projects with some detail is necessary so that the Senate can make an informed recommendation on the project. Overall, he said he thought the project has the potential to be a great success and move the University forward in the research area, but it also has significant risks that need to be evaluated. He said that previously promised staffing and operating plans needed to make a thorough evaluation have not been not been provided and they need to be supplied.

Professor Wirtz said that he thought the questions raised about the funding plan express a very real concern and that is, in one way or another, the SEC will ultimately cause all of the Schools to pay a price in terms of their ability to achieve their own academic and research goals. The Senate is on record as saying that there is a need for improved facilities and it does wish to move forward. The problem is that the numbers projected for the SEC project are not even close to reality because they do not fully reflect the financial resources that will ultimately need to be devoted to it. What the Senate is really asking for is complete information so that the Schools can assess the project's impact and modify their own plans to accommodate this very important need of the University.

Dean Dolling questioned Professor Wirtz's assertion that the funding plan was unrealistic. The revenue stream from Square 54 is probably defined to within \$100,000, amounting to \$9.66 million per year and the source is a 50 year lease/income stream. This represents half of the debt service for the construction cost of the SEC. Professor Wirtz pointed out that the source for the other half of the debt service is not certain, and the fundraising total is not either. What is necessary is a reasonable and complete set of numbers so that the Schools can assess how this will impact their own objectives.

Professor Parsons inquired about the 40 new faculty positions to be added to the Engineering faculty and the source of funding for these. Dean Dolling said that many of the positions are not new as they will be created by retirements, resignations, and the voluntary separation plan that SEAS recently offered. He said that information on which positions are new and which are not could be laid out. SEAS certainly has every expectation that everybody the School hires from now on will be bringing in sponsored research grants.

Further discussion followed about aspects of indirect recovery cost rates for sponsored research and the variables involved.

Dr. Lehman, responding to Professors Barnhill, Wirtz, and Parsons' concerns, said that he would have no problem looking at a broad financial plan in detail. He added that he thought this is necessary and can be done, and that he would make sure this happens. At the same time, he urged everyone to remember something not included in the SEC construction cost estimate -- the Innovation Task Force is working very hard with the objective of generating \$60 million per year on an ongoing basis at the end of five years. These funds will be used to support the academic enterprise. In addition, construction of the SEC will allow the University to make available space on campus that is vacated when people move into the new building. That will allow the University to expand programs outside of science and engineering. He urged everyone to look at the big picture, because he said he concluded that the SEC project was feasible and would transform the University in science and engineering. Its benefit to the University community would also allow faculty in the School of Business, in Arts and Sciences, and other areas to do work that has not been possible up to this point.

Professor Wilmarth said he was conscious that the October 8<sup>th</sup> meeting would probably be the last Senate meeting before the Board of Trustees' October meeting where it is expected that the Board will vote on final approval of the SEC project. He requested that the Office of the Provost work with the Fiscal Planning and Budgeting Committee and provide them the additional information that group has requested so that the Senate would have a much more precise sense of all of the costs, including the costs excluded from the present estimate, for the SEC.

Dean Barratt said that she thought it very important to lay out the costs under discussion, but she agreed with Dean Dolling that there are numbers in the estimate that cannot be known in advance with certainty. She urged that everyone look at the opportunity cost of not building the SEC and keep this in mind. Columbian College has very productive scientists doing excellent research in limited facilities that are keeping them from reaching their potential as scientists. Faculty coming on board now and in the future also need adequate research facilities. The reputation that GWU has as a comprehensive University



that has both liberal arts and professional schools really depends on having facilities that will allow researchers and students to achieve their potential.

Professor Castleberry advised the Senate that the discussion that had just taken place was one the Executive Committee spent the summer talking about. As the University community comes closer to the acceptance that the SEC project will go forward, the Executive Committee has decided to separate the two different emphases of the work of the original SEC Committee, which will be discontinued. Financial issues, questions and concerns will be considered by the Fiscal Planning and Budgeting Committee. The emphasis on the funding of this building has to be widely understood and considered in the context of its ramifications for programs in all of the Schools. GW is, after all, a University composed of all of these units.

A new Committee, also to be called the SEC Committee, has been formulated by the Executive Committee, to be co-chaired by Professor Hermann Helgert and Professor Linda Gallo, people who represent two of the three Schools who will utilize the SEC. It will draw upon faculty from all three of the primary schools who will utilize the new building and it will address building utilization, lab access, inter-school, or cross-school collaborations, and funding opportunities. That Executive Committee is in the process of staffing that Committee which will begin work as soon as possible and make regular reports to the Senate.

## GENERAL BUSINESS

### I. REPORT OF THE EXECUTIVE COMMITTEE

Professor Castleberry presented the Report of the Executive Committee, which is enclosed. The Executive Committee report presented to the Academic Affairs Committee of the Board of Trustees at its May meeting was distributed at the meeting, and is enclosed.

### II. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

The Annual Report of the Executive Committee for the 2009-10 session was distributed at the meeting. The Report is enclosed.

## CHAIR'S REMARKS

Provost Lerman thanked everyone at the University – colleagues, staff, and students, for the incredibly warm welcome he and his wife received upon their arrival at GW. They are presently living at the Mount Vernon campus and settling into the campus community. At the same time, Provost Lerman said he has been conducting a listening tour so that he can learn as much as possible about the many aspects of the University.

Provost Lerman noted that the life of an institution is its students and faculty. He said that it has been a pleasure to get to know a number of GW students. The incoming freshman class is an extraordinary and energized group. By many metrics, this is the most selective accepted class of freshmen the University has recruited. A little over 31% of the record number of applicants to GW were admitted, with a yield rate that also reached an all-time high.



Another great pleasure was the opportunity to hold the first official function at their home on W Street, the new faculty orientation. The new faculty members, approximately 60 of them, are a fascinating group of scholars and teachers, and they are excited about coming to GW. This year has been a great one for GW in that the University was able to extend offers to so many individuals. Provost Lerman urged everyone to meet not only new faculty in their own departments, but in others as well. The range of disciplines they represent is extraordinary and their level of expertise and energy is remarkable.

Provost Lerman concluded by saying that he and Professor Castleberry have made a mutual pledge to each other that they will, as Provost and Senate Executive Committee Chair, do whatever they can to make the working relationship between the Senate and the University Administration effective and productive. It is understood that at times there will be agreement, and at others there will not. The intent is to facilitate clear communication with the joint objective that each will try to reflect what is best for the University – faculty, students, and staff. When disagreements arise, the intent is to focus on principle and not upon personalities, keeping in mind the best interests of the University community.

#### BRIEF STATEMENTS (AND QUESTIONS)

Professor Yezer said that in response to the Middle States Accreditation process which recommended that more attention be paid to the assessment of student learning, the Economics department has become quite serious about this issue. He said that he was pleasantly surprised to find this a worthwhile activity, with interesting results. He urged that departments participate seriously in assessing the fundamental knowledge that students have coming into a course, because grading provides only part of the picture of student learning. Professor Boyce echoed Professor Yezer's comments, saying that the Music Department has discovered information through such assessment that will be very helpful in improving teaching and reshaping its curriculum. Provost Lerman said that considerable work has been done in Physics in this area, where tools have been developed and employed to determine the understanding that students have about fundamental concepts, as opposed to simply measuring their performance on problem-solving activities – an observation with which Dr. Lehman agreed. Professor Castleberry reminded everyone that the University has an Assessment Committee composed of representatives from all of the Schools, and this is a very active group.

#### ADJOURNMENT

There being no further business before the Senate, and upon motion made and seconded, the meeting was adjourned at 4:05 p.m.

*Elizabeth A. Amundson*

Elizabeth A. Amundson

Secretary



**A TRIBUTE IN MEMORY OF BARRY LOUIS BERMAN**  
**Professor of Physics and Columbian Distinguished Professor of the Natural and**  
**Mathematical Sciences**

It is with deep sorrow that The George Washington University Faculty Senate acknowledges the recent death of Barry Louis Berman, Professor of Physics and Columbian Distinguished Professor of the Natural and Mathematical Sciences. Born in Chicago, Illinois, Professor Berman received his B.A. degree from Harvard University in 1957 and his M.S. and Ph.D. in 1959 and 1963, respectively, from the University of Illinois, in experimental nuclear physics. Professor Berman went from Illinois to Lawrence Livermore National Laboratory, where he performed groundbreaking research that set the standard in such fields as channeling radiation and fundamental few-body cross sections. It was for the Experimental Proof of Channeling Radiation that Professor Berman received an award from the Catholic University of America in 1990, and, based on his early experimental work at LLNL, was elected Fellow of the American Physical Society in 1970.

Professor Berman joined the faculty of the Columbian College of Arts and Sciences as a Full Professor in 1985. In 1988 he received the Distinguished Faculty Award for Excellence in Scholarship, and was elected Columbian Distinguished Professor of the Natural and Mathematical Sciences in 1998. He served as chair of the Physics Department from 1993 until 1998, in 2007 and from 2009 until his passing. Professor Berman was dedicated to physics, to the Physics Department, and to The George Washington University. He was on the job as chair, conducted a research group meeting, and was seen working late the Friday before his death.

During his tenure in the Columbian College, Professor Berman taught several courses at the introductory level, where, he would always say, we want to put our best teachers. His favorite course was his Physics of Music course, which emanated from his love of music and the arts: Professor Berman was an accomplished musician and played and performed on several wind instruments. He could also recite long poems and lyrics from memory, and could tell you the historical events and commemorations of the day. He was also a prolific scholar, with more than 244, refereed publications in the leading physics journals and over 430 papers in total.

Professor Berman served for two years as a Faculty Senator. He chaired the Senate Committee on Research, and served on that committee for a total of twelve years between 1988 and 2002. Additionally, he chaired the Honors and Academic Convocations Committee from 2002 until 2005.

During his 25 years as a faculty member, Professor Berman earned the respect of the faculty, staff and students of CCAS. He also earned the highest esteem of many other colleagues throughout the University, who recognized the great value of the contributions he made to the University through his teaching, scholarship and service.

I ask that this tribute be incorporated in the minutes of the Faculty Senate and that a copy be forwarded to Professor Berman's family with the Senate's heartfelt appreciation and condolences.

William J. Briscoe  
Professor of Physics  
September 10, 2010

Read into the record of the Faculty Senate meeting held on September 10, 2010

# 2011 Medical Plan

# Overview

As a Health Plan Sponsor, we have a responsibility to the institution and the employees to ensure that the benefit programs provide the highest level of quality and are managed in a fiscally responsible manner. In order to honor this responsibility an RFP process was initiated for the Medical Plan.

Four vendors participated and all responses were measured on the same criteria:

- Financial
- Provider Network
- Account Management
- Clinical Programs
- Technology Capabilities,
- Retiree Medical
- Plan Design and
- Incentive Capabilities.

The final score for the vendors responding to the RFP were:

United Healthcare	2.8
CIGNA	2.7 ( <i>Incumbent</i> )
Aetna	2.5
Carefirst	1.9 ( <i>Incumbent</i> )



## Why Not Carefirst?

For many years Carefirst has been the provider of choice in the DC/MD/VA marketplace. This was due to the fact that they had the highest level of providers under contract in the area but over the last five years competitive health vendors have increased their networks. At the same time Carefirst has struggled with internal administrative and technology problems.

Specific to the GWU's relationship with Carefirst, in the past 12 months.

- In January, we were told that we must move to a new administrative platform but assured that we would benefit from enhanced performance. Enhancements were never realized but rather has caused increased disruption to the service our participants receive.
- Claims continue to be processed incorrectly – services paid at the wrong amount, paying claims for terminated employees, members being denied benefits incorrectly, to name a few.
- The administration of our retiree plan can only be described as embarrassing. Numerous members were 'termed' incorrectly 12/31/09 and denied benefits, incorrect cards were sent to members and only corrected after GWU staff identified the issue.
- The ability of obtaining data from Carefirst to monitor the financial performance of the medical plan is difficult.
- Our attempts to work with Carefirst to improve the service and sustain the relationship has not been met with a spirit of partnership.

## Why United Healthcare?

- United Healthcare has the ability to provide our employees with a nation-wide network of providers, allowing for employees and dependents to access care anywhere in the country.
- With leveraging the Network Discounts available through UHC we were able to keep our premium increases well below the market and provide funding back to the ITF which is earmarked for Faculty/Student purposes
- United Healthcare currently provides medical coverage for the employees at MFA and GWUH.
- One feature of United Healthcare is the ability to access information about your claims and coverage from anywhere via their MyUHC website. This includes printing a temporary Benefit ID card if you need care and do not have your card available.

## Providers Disruption

- Any change in Health Insurance Network causes an initial concern among members as to their ability to continue with a provider that they are familiar and comfortable with – this is not something which we took lightly in considering this change.
- Currently 90.6% of providers utilized by our employees are in-network with United Healthcare.
- The remaining 9.4% of providers will be assigned to a GWU specific network and available to employees as 'in-network' effective 1/1/2011. Our intent is that no employee have a disruption in their ability to access care with a provider who they are already utilizing.



Through this memo, supplemental information is presented to the University Faculty Senate and the University Faculty Senate Special Committee on the Proposed School of Nursing, in accordance with Faculty Senate Resolution 10/01. For convenience, a copy of the resolution is provided as Appendix 1.

### **1. Plan to recruit tenure and tenure-track faculty**

The School of Nursing has developed a plan to recruit tenured and tenure track faculty and is committed to achieving the Faculty Code requirement of a 75% tenure and tenure track faculty ratio by August 31, 2014.

Currently, 56% of the School of Nursing faculty members are tenure or tenure track. There are 16 regular active status faculty members—8 tenure track, 1 tenured, and 7 regular active status non-tenured or tenure track. In addition, there are 3 research faculty members, 1 visiting faculty member, and 1 clinician educator faculty member. All faculty members in the department of nursing education transitioned to the School of Nursing. The 8 nursing faculty members currently in tenure track positions are scheduled for tenure review between 2011 and 2014.

The recruitment plan for tenured and tenure track faculty has three components:

- 4 new faculty members are being recruited this year (FY 2011) to meet the needs of increased numbers of BSN, MSN and DNP students as projected. Of the four faculty members being recruited, two of the searches have been completed with 1 of the new faculty being tenure track and 1 a clinical educator. Every effort is being made to identify two faculty members who are tenurable. Among the applicants are several potential faculty members who are currently tenured at other institutions.
- In addition to the 4 new faculty members noted above, the Medical Center has committed funds (\$1 million) to recruit an additional 4 faculty. Intensive efforts have begun to identify nationally known researchers who would be tenurable and who have funded research. It is anticipated that at least 2 of the 4 positions will be filled by July 1, 2011.
- Another 8 faculty members will be recruited in FY 2012 based on the addition of new programs and the expansion of programs as noted in the proposal.

Thus, a total of sixteen (16) new faculty members will be recruited into the School of Nursing in the coming two years. In addition, as there is faculty turnover, every effort will be made to replace non-tenure track faculty with tenure track faculty. Recruitment efforts include recruitment through professional meetings, networking to identify faculty who are of interest to the School of Nursing based on teaching and research expertise, and advertising in print and on the web. Personal contact will be made with faculty of interest.

## **2. Faculty Code Compliance**

The School of Nursing is committed to Faculty Code compliance.

Draft bylaws for the School of Nursing were developed by nursing faculty members and submitted in April 2010 to the University Faculty Senate and the University Faculty Senate Special Committee on the Proposed School of Nursing. The draft bylaws are consistent with the Faculty Code. Upon review by the University Faculty Senate, any section deemed to be out of compliance with the Faculty Code will be revised to be compliant with the Code.

Prior to the establishment of the School of Nursing on July 1, 2010, the department of nursing education exceeded the Faculty Code requirement of a 50% tenure and tenure track faculty ratio.

The School of Nursing is committed to meeting the Faculty Code requirement of having 75% of the regular active status faculty be tenured or tenure track. Sixteen (16) new faculty members will be recruited into the School of Nursing in the next two years. The recruitment plan focuses on adding faculty who meet tenure requirements and is presented on the previous page (See 1. Plan to recruit tenure and tenure-track faculty).

This recruitment of the additional tenured and tenure-track faculty members will provide a sufficient number of tenured faculty members to constitute a School of Nursing Appointment, Promotions and Tenure Committee (APT) and comply with the APT composition, independence, and process requirements; to constitute search committees and to comply with search committee composition and process requirements for faculty and academic administrator searches; and, to comply with curriculum development process requirements.

## **3. Standards for student admissions**

The standards for student admissions to the various nursing degree programs are stated on the School of Nursing website ([www.nursing.gwumc.edu](http://www.nursing.gwumc.edu)). The nursing admissions standards meet the standards of the University, and the standards have been approved by the University Academic Affairs Committee and the Board of Trustees. In addition, the nursing student admission standards were reviewed and found acceptable by the Collegiate Commission on Nursing Education at the February 2010 accreditation site visit.

The second degree Bachelor of Science in Nursing (BSN) students are required to have a 3.0 from their previous undergraduate degree. Since these applicants already have an undergraduate degree, the SAT is not required. The overall GPA for the class admitted in fall 2009 was 3.03 and for the class admitted for fall 2010 is 3.27.

The Master of Science in Nursing (MSN) programs require a 3.0 GPA for admission with the average GPA of the class admitted in fall 2009 being 3.13 and 3.34 for incoming students.



Students admitted to the Doctor of Nursing Program (DNP) must have a 3.3 GPA and the current class of DNP students have an average GPA of 3.38 and for fall 2010 admissions it is 3.43. These students have already completed a Master of Science program.

The graduate nursing programs do not require the GRE for admission. The school requires a writing sample that includes goals, a review of work experience, and strong recommendations from their current supervisors. The School of Engineering and Applied Science does not require the GRE, nor does the Elliott School of International Affairs require the GRE for the Master of International Policy and Practice.

The quality of our current students is strong. Not only do the entering classes have an average GPA higher than required, students finish their programs in a timely way and do well on their national certification exams. The pass rate for our graduates from the nurse practitioner program for their nurse practitioner licensure was 100% in January 2010.

The School of Nursing will maintain a level of admissions standards that is consistent with the high standards of the University and meet the requirements established for all schools in the University. The School of Nursing will not let admissions standards decline.

#### **4. Academic quality of the GW nursing programs, ranking by *US News and World Report*, and aspirational and competitive schools**

##### **A. Academic quality of the GW nursing programs**

As an overall statement addressing the academic quality of the GW nursing programs, the Collegiate Commission on Nursing Education (CCNE) accredited in 2006 the first degree program developed in nursing (Master of Science in Nursing). The Doctor of Nursing Practice was first offered in 2007 and the second degree Bachelor of Science in Nursing in 2009. A self study was completed for all of the programs in November 2009 and the CCNE conducted a site visit to accredit all of the programs in February 2010. The accreditation process is rigorous with every detail of the degree programs examined. The accreditation process reviews the financial sustainability, quality of faculty, student admissions, evaluation process, adequacy of support service, institutional support, soundness of the curriculum, etc. The CCNE site visit exit report indicated that GW met all of the standards. The official report will be received in October 2010.

In addition, to offer nursing programs in the Commonwealth of Virginia, the Board of Nursing must approve the program. The approval process includes similar criteria as the CCNE accreditation and a site visit. The Board of Nursing reviewed the undergraduate program since it is located in Virginia and awarded the program preliminary approval. Final approval can be granted after the first class graduates and passes the RN NNCLEX exam. The CCNE self study report is available for review, as is the letter from the Board of Nursing preliminary approval of the undergraduate program. The intensity of the accreditation process by CCNE and the Board of Nursing and the positive outcome of each process is a major indicator of the quality of the GW

nursing programs, students, support services, physical space, evaluation process, faculty, and financial soundness.

Information about the instruction and degree requirements for students are stated on the School of Nursing website ([www.nursing.gwumc.edu](http://www.nursing.gwumc.edu)), and information about student admissions is provided on page 2 (See 3. Standards for student admissions)

As discussed with the University Faculty Senate Special Committee on the Proposed School of Nursing, the School will develop a dashboard of metrics to demonstrate continuous improvement. Dashboard data will include recruitment of tenurable faculty, number of research grant applications and awards, research funding awarded, endowment and other philanthropic funding received, number of applications received for each program, grade point average of matriculated classes, student retention, student pass rates on national exams, etc. Baselines and targets for each data set will be defined. The benchmarks established will be compared with other nursing schools as possible, as well as other GW schools.

#### B. Ranking by US News and World Report

In 2007, the *US News and World Report* ranked the GW nursing program 63rd in the nation, when the nursing program admitted its first class in 2004 and had not yet graduated any students. This ranking put GW in the top 20% of nursing schools. GW was tied in the rankings with George Mason University, Pace University, University of Oklahoma, University of South Carolina, and University of Texas Galveston. There were 250 ranked schools and 111 unranked schools. Of note, GW was ranked higher than many well known schools of nursing. *US News and World Report* has not conducted a subsequent nursing ranking survey.

A goal for the School of Nursing is to be one of the top 25 programs in the country. The rankings are based on a composite of data such as success on certification or licensure exams as well as a survey of professionals who are familiar with the schools and programs. In order to be in the top 25, one strategy is to influence the survey of professionals. Important factors to accomplishing this include being known for research capacity as well as having national leaders who are visible to the profession. Recruiting top level nursing researchers requires having a school of nursing. Our most critical investment in nursing will be in the faculty. The ability to recruit nationally known faculty will be greatly enhanced by having a school. We have been able to recruit excellent faculty to date, but will need to compete with the top schools for the top faculty—particularly faculty with a research track record.

In order to influence the data based information, the School will continue to admit high quality students who are successful on their national examinations and who value the learning experience provided by GW.

GW will be able to reach the top 25 schools with the expansion of research and the recruitment of nationally known faculty. Historically, *US News and World Report* has ranked nursing programs every five years. In 2007, the GW nursing program ranked 63<sup>rd</sup>. It is expected the next ranking will occur within the next year or two and the new School of Nursing expects to move up in the rankings. Looking out to the

following five year report, the School expects to be ranked in the top 40, and in the report after that to be ranked in the top 25.

Funded projects of the nursing programs have already contributed to raising the reputation of the GW in the professional and academic nursing arenas. Nearly 7,000 nurses participated in the GW National Nursing Emergency Preparedness continuing education program, and many schools embedded the online modules as required coursework.

In January 2010, nursing faculty members were awarded \$900,000 to initiate a Nursing Alliance for Quality Care. The Alliance has already and will continue to provide high visibility for the GW nursing program.

A \$2,000,000 grant from Health Resources and Services Administration (HRSA) was awarded to a nursing faculty member in July 2010. The grant is to develop a Geriatric Education Center to educate clinicians of all types to provide better care for our aging population. In addition, GW received another \$35,000 grant from HRSA to provide scholarships to students in one of the primary care programs. While these grants are new in 2010, the School of Nursing faculty has ongoing funding for 2 other grants from HRSA.

The School of Nursing will continue to pursue research and partnership opportunities. It is anticipated an assistant/associate dean for research position will be established in the School in FY 2012 to strengthen and facilitate expansion of the research portfolio.

These projects and activities effectively increase visibility and strengthen the reputation the GW School of Nursing, and GW will become more nationally recognized as additional researchers with high impact projects are added to the faculty.

#### C. Aspirational schools

The aspirational nursing schools are Boston College, Duke, Emory, and Vanderbilt. These schools all have long histories, having been established between 1905 and 1947. Duke and Vanderbilt are both ranked 19<sup>th</sup> by *US News and World Report*, and Boston College and Emory are both ranked 26<sup>th</sup>. Duke has a strong research program, which includes NIH-sponsored projects, and offers 18 MSN programs of study. Vanderbilt does not offer an undergraduate program and has limited research, however it does operate a nursing practice group and runs several area clinics. Boston College offers 11 MSN programs of study and conducts research. Emory has a strong national reputation. Duke, Emory, and Vanderbilt are all market basket schools for GW University. A chart comparing GW and these four aspirational schools is presented in Appendix 2.

#### E. Regional competition

Regional competition for the GW nursing programs consists primarily of private institutions, including Marymount University, Shenandoah University, Catholic University, Georgetown University (which does not have a doctoral program), and Howard University (which offers only a Family Nurse Practitioner Master's program and does not have a doctoral program).

George Mason University (GMU) is the only primary public university competitor for nursing programs in our primary catchment area. At GMU, programmatic and class size reductions are in consideration due to continuing decreases in state funding. The 22-year collaborative nurse practitioner program between GW and GMU is slated to continue.

Although the University of Maryland (UMD) offers a complement of undergraduate, graduate, and doctoral nursing programs, it is not considered a primary competitor as it is a state school and outside of our primary catchment area.

In terms of active sponsored projects, the GW School of Nursing has more than twice the number of projects than any other nursing school in the region. GW has 10 funded projects, GMU has 4, and Georgetown currently has only 1.

A chart comparing GW and the primary regional competitor nursing programs is presented in Appendix 3.

#### F. GW competitive advantage

The GW nursing programs have many competitive advantages. Foremost is the "GW" brand of excellence in education. Rapid response to nursing work force needs is also a key competitive advantage. GW launched the first Doctor of Nursing Practice (DNP) program in the region and established the Second Degree Bachelor of Science (BSN) program in direct response to workforce and markets needs.

GW is also ahead of the other schools in the region in terms of curricular innovation. For example, GW incorporated patient simulations as part of clinical learning and testing. Also, planning is in process for an innovative BSN program based on a recent major study by the Carnegie Foundation for the Advancement of Education. The study calls for curricular transformation. Traditional BSN programs are two years of general study followed by two years of nursing study and clinical experiences. The new GW program will offer nursing study and clinical experiences in the first year. This program will be collaborative with the Columbian College of Arts and Sciences, and all courses will be offered at the VSTC.

Even though GW is relatively new to nursing education in the region, GW has already established a sound track record compared to other schools. We have more active grants than any of the other schools as noted above.

Other competitive advantages of the GW nursing programs are the creative program development in quality improvement and leadership; the full complement of undergraduate, graduate, and doctoral programs; the nursing programs' growing reputation for quality improvement in education, research, and policy; strong regional and national partnerships; and an interprofessional approach to program development. The ability to fund new program development as part of the overall Medical Center budget has provided the resources for expansion of nursing programs. The budget process allows for the creation of new activities.

## **5. Financial sustainability**

The department of nursing education was financially self sustaining and the new School of Nursing will continue to be financially self sustaining.

The FY 2011 budget and the FY 2012-2015 budget projections presented in the School proposal were developed with Medical Center Finance and include the costs for admissions, student services, fiscal management, instructional design, learning systems and support, career development and placement, decanal structure, faculty, administrative staff and space at the VSTC campus. The costs noted above are direct costs. Within the Medical Center, programs must cover both direct and indirect costs.

The contribution margin in FY 2011 is projected to be 26%, and for FY 2012 through FY 2015 the contribution margin is respectively 21%, 26%, 26% and 27%. Rent is included in the direct costs. The contribution margin covers the indirect cost expenses projected for the School of Nursing at a rate of 26%. The primary source of funding for the budgets is tuition. Research activities are managed separately from the educational operation funds.

Scholarships are proposed in the amount of \$60K in FY 2012 and \$100K each subsequent year FY 2013–FY 2015. These scholarship amounts will be increased if the School of Nursing exceeds enrollment and revenue projections. Tuition discounts/financial aid will be available for any future campus-based undergraduate program.

## **6. Location of the School of Nursing**

The primary functions of the School of Nursing will be located at Virginia Science and Technology Campus (VSTC). The School of Nursing is the anchor school at VSTC. Future programmatic growth will occur at VSTC. Faculty members who need to be at the Foggy Bottom campus remain at that location.

When calculating space needs, the Medical Center allocates circulation space and costs in addition to office, classroom and laboratory space to entities in the Medical Center. Circulation space includes hallways, stairways, elevator lobbies, restrooms, etc. In the Medical Center, this space and the costs for the space are allocated across the three schools. The space calculation for Foggy Bottom presented in the proposal was skewed compared to VSTC due to inclusion of circulation space in the Medical Center (Foggy Bottom) space information compared to space at VSTC where circulation space is not calculated.

## **7. Advisory Board**

The School of Nursing has an active and independent Advisory Board. The current members of the Advisory Board bring external experienced voices to facilitate the work and growth of the academic, research, and philanthropic growth of the GW nursing program. The current members of the Advisory Board are nursing leaders involved with defining the future of nursing regionally and nationally. With the establishment of the School, the composition of the Advisory Board is being reviewed and will be expanded to meet the needs of the School. Individuals representing the



business community, policy makers and others will be invited to join the Advisory Board. Attention will be paid to having a diverse representation on the board.

#### **8. Partner Clinical Sites for Student Rotations**

The School of Nursing has sufficient clinical site rotations to support its instructional and business plans.

The GW nursing program has an established partnership with the Inova Health System. As requested, a copy of the Affiliation Agreement is provided in Appendix 5. All current BSN students have a clinical placement at an Inova facility.

Also, there are numerous active agreements regionally and nationwide for clinical placements of GW nursing students. Each of these agreements is from a clinical site that supports the GW nursing program and includes placements for BSN, MSN, and DNP students.

In addition, HCA is building a medical complex in Loudoun and is interested in a partnership with the GW School of Nursing. In order to begin this partnership, HCA gave a \$23,000 gift to add equipment and develop a virtual hospital within the School of Nursing simulation laboratory at VSTC.

#### **9. Duality of Faculty Senate Reporting**

The School of Nursing is in compliance with the current reporting structure. If there is a change in the reporting structure as determined by Provost and Executive Vice President for Academic Affairs Lerman, the School will comply. The School affirms its participation in shared governance of the University through the University Faculty Senate.

**cc:** President Knapp  
Provost Lerman  
Sr. Vice Provost and VPHA Williams

**SUBSTITUTE RESOLUTION PRESENTING RECOMMENDATIONS ON THE  
PROPOSAL FOR A NEW SCHOOL OF NURSING (10/1)**

**WHEREAS**, a proposal to establish a new School of Nursing was presented to the Faculty Senate on April 13, 2010, and was amended on April 16, 2010;

**WHEREAS**, Article IX.A of the *Faculty Code* provides that:

“The Faculty Senate or an appropriate committee thereof is entitled to an opportunity to make recommendations on proposals concerning the creation, consolidation, or elimination of schools or other major components of the University.”

**WHEREAS**, the Faculty Senate Executive Committee appointed the Faculty Senate Special Committee on the Proposed School of Nursing (the “Special Committee”) to review and evaluate the proposal to establish a new School of Nursing;

**WHEREAS**, the Special Committee prepared a report dated May 3, 2010 (the “Special Committee Report”), a copy of which is attached to this Resolution as Appendix A, which described the Special Committee's evaluation of the proposal and presented the Special Committee's recommendations for further action;

**WHEREAS**, for the reasons explained in the Special Committee Report, the Special Committee concluded that the proposal presented a persuasive case for the concept of a School of Nursing but did not sufficiently address a number of significant concerns set forth in the Special Committee Report;

**WHEREAS**, on May 10, 2010, the leadership of the proposed School of Nursing met with the Special Committee and provided additional information in an effort to address the concerns expressed in the Special Committee Report; **NOW,  
THEREFORE**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON  
UNIVERSITY**

1. That the Faculty Senate supports the establishment of a School of Nursing, conditional upon the following understandings:
  - (a) At least three tenured faculty members who are not academic administrative officials shall be appointed to the faculty of the School of Nursing by August 31, 2011;
  - (b) At least 75% of the regular, active-status faculty of the School of the Nursing shall hold tenured or tenure-accruing appointments by August 31, 2014; and
  - (c) By August 31, 2010, the Dean of the School of Nursing shall submit a supplemental memorandum to the Faculty Senate Special Committee on

the Proposed School of Nursing, and that memorandum shall address in sufficient detail the remaining concerns specified in the Special Committee Report dated May 3, 2010; attached to this Resolution as Appendix A.

2. That the Faculty Senate's support for the School of Nursing expressed in this Resolution is contingent upon final approval of the amendment to the asterisked footnote on page 18 of the Faculty Code proposed in Resolution 09/3, adopted by the Faculty Senate on March 12, 2010, so that said footnote will not apply to the School of Nursing.

Special Committee on the Proposed School of Nursing

Professor Edward J. Cherian, Chair  
Professor Brian L. Biles  
Professor Gary L. Simon  
Professor Arthur E. Wilmarth, Jr.  
Professor Philip W. Wirtz

May 10, 2010

Appendix A

# **The George Washington University Faculty Senate**

## **Report of the Special Senate Committee Regarding the Proposed School of Nursing**

May 3, 2010

To: Michael S. Castleberry, Chair  
Faculty Senate Executive Committee

Re: Review of the Proposal for a School of Nursing

The April 13, 2010 proposal for a School of Nursing (as amended by 3 pages and supplemental information received on April 16, 2010) has been reviewed on an expedited basis by the members of the Special Committee, working both independently and in two meetings during the past 14 business days.

The proposal contains a great deal of information which responds to that requested in Appendix A of the Senate Resolution of April 9 concerning the proposed School of Nursing. The proposal presents a persuasive case for the concept of a School of Nursing. However the Special Committee has identified several major concerns that have not been sufficiently addressed in order to ensure the successful formation and operation of an independent School of Nursing outside the School of Medicine and Health Sciences.

- 1) The proposed School of Nursing should have a core of tenured faculty (in addition to the Dean and Senior Associate Dean) in order to have the requisite academic stature to be able to attract additional highly qualified faculty, to perform faculty appointment, promotion and tenure (APT) functions and decisions, and to establish Faculty Senate representation.
- 2) The School of Nursing should be in full compliance with the University's Faculty Code including compliance with the following requirements:
  - at least 75% of the School's regular active-status faculty must be tenured or tenure-track faculty;
  - APT committee composition, independence and process;
  - search committee composition and process for searches for faculty and academic administrators;
  - curriculum development process.
- 3) The standards for student admissions to the various degree programs should be consistent with other GW established programs, and clearly specified.
- 4) The proposed School's stated goal of achieving top 25 academic status (US News and World Report) should be fully described and the academic rigor and standards in admission, instruction and degree qualifications for students should be specified. In addition aspiration schools and competitive schools should be identified.

- 5) The School should be a financially self-sustaining unit, including costs of admissions, fiscal management, instructional design, student services, learning systems & support, and career development and placement. The School should be able to fully cover its direct costs and also to make substantial indirect cost contributions toward the University's overhead. Funding sources to accomplish this requirement of financial independence should be fully identified including; endowment, tuition, University contributions, donor contributions and other sources. Proposed scholarships and tuition discount rates should be specified and data (including market studies) to support projected enrollments should be provided.
- 6) The proposed School plans to occupy space at the Virginia Science and Technology Campus (STC) for some 55% of their space needs and the Foggy Bottom campus for 45% of their space needs. Enrollment, faculty and staff head count growth proposed for the School at the Foggy Bottom campus would place added strain on the University's ability to comply with the DC BZA order limits, and should be justified as being consistent with the University's overall campus development plan. Development and future growth of the proposed School should be primarily directed at the Virginia STC.
- 7) A senior Board of Advisors, totally independent of business connections with the leadership of the Department of Nursing and the Medical Center, is a necessary asset for successful School formation.
- 8) Letters of intent from INOVA Fairfax Hospital System and from other partner hospitals indicating their intent to participate with the School for student rotations and clinical experiences are needed in order to demonstrate the viability of the proposed School's instructional and business plans.
- 9) The proposal for the School of Nursing identifies a potential governance conflict in the duality of the Medical Center Faculty Senate and the University Faculty Senate. It is essential that this conflict be resolved and the proposed School of Nursing should affirm that it participates in shared governance of the University through the University Faculty Senate.

The formation of an independent School of Nursing operating outside the School of Medicine and Health Sciences should be predicated and conditioned upon achievement of the following benchmarks related to the above concerns:

- 1) A minimum of three tenured professors (exclusive of the Dean and Senior Associate Dean) should be part of the regular active status faculty of the School.
- 2) The School's faculty composition, APT criteria and process, search committee composition and process for academic administrators, and curriculum development process should be in full compliance with the University Faculty Code.
- 3) Detailed descriptions of student admissions standards should be available for review.



- 4) A detailed plan, including timeline, for achieving the School's stated goal of top 25 academic status (US News & World Report), describing aspiration and competitive schools, should be available for review.
- 5) The School should demonstrate its financial independence (including its ability to cover all direct costs of essential School functions and to make substantial indirect cost contributions toward the University overhead) based on sources of revenue and funding details in its financial and operational plans; if the School cannot yet achieve full financial independence, its financial and operating plans should describe in detail the amounts, sources and duration of needed University subsidies until full financial independence is achieved and a credible timeline for achieving such independence.
- 6) The essential primary functions of the school including faculty, staff and students should be established at the Virginia STC and any proposal to locate School programs at the Foggy Bottom campus must demonstrate compliance with the University's campus plan and DC BZA limits on faculty, student and staff headcounts.
- 7) Activation of a fully independent Board of Advisors.
- 8) Receipt of letter(s) of intent from INOVA Fairfax Hospital System and other partner hospitals, indicating their commitment to participate with the School for student rotations and clinical experiences.
- 9) Resolution of the potential conflict in governance by affirming that the School participates in shared governance through the University Faculty Senate.

Until all of the foregoing benchmarks are satisfied as determined by a subsequent review by the Faculty Senate, the Special Committee recommends that the proposed School of Nursing should operate as a school within the School of Medicine and Health Sciences.

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Edward J. Cherian, Chair

Committee Members:

Brian Biles,  
Gary Simon  
Arthur Wilmarth  
Philip Wirtz

# COMPARISON OF ASPIRATIONAL SCHOOLS

(August 2010, based on August web data)

TOPIC	GW	Boston College	Duke	Emory	Vanderbilt
US News Rank	63	26	19	26	19
Year School Established	2010	1947	1931	1905	1909
Named	No	William F. Connell School	No	Nell Hodgeson Woodruff	No
Endowed	No	Yes	Yes	Yes	Yes
Building (Year Opened)	No	Yes	Yes (2003)	Yes (2001)	Yes (1998)
# Students	404	not available	350+	not available	not available
# Faculty	45	50	57	59	not available
# Professors	2	11	11	9	19
# Assoc. Profs.	6	14	15	11	10
# Asst. Profs.	20	16	28	21	25
# Adjuncts/Instructors	17	9	3	18	44
Administration	Dean	Dean	Dean	Dean	Dean
	Sr Assoc Dean, Ac Affairs	Assoc Dean, Admin	Assoc Dean, Ac Affairs	Assoc Dean/Chief Dev Officer	Sr Assoc Dean, Academic Progs
		Assoc Dean, Grad Progs	Assoc Dean, Clin Affairs	Assoc Dean, Clin Leadership	Sr Assoc Dean, Informatics
		Assoc Dean, Undergrad	Assoc Dean, Finance/Admin	Assoc Dean, Education	Sr Assoc Dean, Practice Mgmt
		Assoc Dean, Research	Assoc Dean, Global/Cmty Hth	Assoc Dean, Finance/Admin	Assoc Dean, Research
		Asst Dean, Cont Ed	Assoc Dean, Research	Assoc Dean, Research	Asst Dean, Administration
					Asst Dean, Cultural Diversity
					Asst Dean, Student Affairs
Research Funding	Yes	Yes	Yes	Yes	No
# Grants	10	not available	32	not available	not available
# NIH grants	0	not available	12	not available	not available
Support Office in School	No	Yes	Yes	Yes	No
Online/Distance Progs	Yes	No	Yes	Yes	Yes
Undergrad Programs	2nd Degree BSN RN to BSN and Innovative BSN in process; medic BSN in discussion	BSN	Advanced BSN	BSN	None
Graduate Programs	MSN (5) Executive Program planned	MSN (11)	MSN (18)	MSN (3)	MSN, MS
Doctoral Program(s)	DNP; PhD planned	PhD	DNP & PhD	PhD	DNP & PhD

Faculty Detail	GW	Boston College	Duke	Emory	Vanderbilt
Profs FT / Clin-Res-Vstg	1 / 1	11 / 0	4 / 7	7 / 2	18 / 1
Assoc FT / Clin-Res-Vstg	3 / 3	13 / 1	8 / 7	4 / 7	9 / 1
Asst FT / Clin-Res-Vstg	7 / 13	8 / 8	9 / 18	6 / 15	25 / 0

## COMPARISON OF REGIONAL NURSING PROGRAMS

(August 2010, based on August web data and April phone survey)

TOPIC	GW	CU	GMU	GU	HU	MU	SU
Nursing housed with medicine	No (as of 7/1/10)	No	No	No	No	No	No
# Students	404	382	746	750	n/a	280	400
# Faculty*	45	31	34	51	27	17	68
# Professors	2	3	3	2	5	5	3
# Assoc. Profs.	6	7	7	5	4	1	7
# Asst. Profs.	20	9	12	11	3	11	12
# Adjuncts/Instructors	17	12	12	33	15	0	44
Research Funding	Yes	No	Yes	Yes	No	No	No
# Grants	10	0	4	1	0	0	0
# NIH grants	0	0	0	0	0	0	0
Undergraduate Programs	2nd Degree BSN In process: RN to BSN Innovative BSN	Traditional BSN 2nd Degree BSN RN to BSN	Traditional BSN 2nd Degree BSN RN to BSN	Traditional BSN 2nd Degree BSN	Traditional BSN 2nd Degree BSN RN to BSN LPN to BSN	Traditional BSN RN to BSN	Traditional BSN 2nd Degree BSN RN to BSN LPN to BSN
Graduate Programs	ANP MSN FNP MSN CRA MSN HCA MSN Ldrshp/Mgmt MSN Planned: Executive Nursing	ANP MSN FNP MSN AHS MSN APH MSN PMH MSN Peds MSN	Admin MSN NP MSN MBA/MSN Advanced MSN	Acute Care MSN Admin MSN Crit Care MSN FNP MSN Nurse Anes. Nurse Ed. MSN Midwifer MSN	FNP MSN	FNP MSN Nurse Ed. MSN	FNP MSN PMH MSN Midwifery MSN Ldrshp/Mgmt MSN
Doctoral Program(s)	DNP Planned: PhD	DNP PhD	PhD	None	None	DNP	DNP

\*Faculty count does not include clinical site educators

### Abbreviations:

AHS = Adult Health Specialist  
APH = Advanced Public Health  
ANP = Adult Nurse Practitioner  
BSN - Bachelor of Science

CRA = Clinical Research Admin.  
DNP = Doctor of Nursing Practice  
HCQ = Health Care Quality  
FNP - Family Nurse Practitioner

MSN = Master of Science in Nursing  
Peds = Pediatrics  
PMH = Psychiatry/Mental Health

## AFFILIATION AGREEMENT

THIS AGREEMENT ("Agreement") is made on this 20<sup>th</sup> day of February <sup>2007</sup>~~2006~~ ("Effective Date"), by and between The George Washington University ("Institution"), and Inova Health System, for itself and its affiliates and subsidiaries (collectively, "Inova").

### RECITALS

WHEREAS, the Institution, as part of its formal, educational course of studies may require clinical/occupational experiences of students, and desires to assign certain of its students to one or more Inova facilities to obtain such clinical/occupational experience; and

WHEREAS, Inova, in service to the community and to promote high standards of preparation and training for students, is willing to provide the necessary facilities for clinical/occupational experiences;

NOW, THEREFORE, in consideration of the foregoing premises and mutual covenants and promises contained herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

#### 1.0 Definitions.

1.1 "Administrator" shall mean the administrator or other appointed director of the Inova Facility, or his/her designee.

1.2 "Clinical/Occupational Experience" shall mean a structured learning experience at an Inova Facility in which a Student provides care to patients under the guidance of a Preceptor and/or participates in observational and/or other educational activities appropriate to the Student's level of preparation.

1.3 "Director" shall mean the Director of the Program.

1.4 "Facility" shall mean any facility owned and/or operated by Inova Health System, including but not limited to hospitals, emergency care facilities, rehabilitation centers and long-term care facilities.

1.5 "Faculty" shall mean each individual employed by or affiliated with the Institution to instruct and supervise Students as part of the Program.

1.6 "Preceptor" shall mean an individual staffed at the Facility to facilitate Student learning and to provide guidance to Students at the Facility as part of the Clinical/Occupational Experience.

1.7 "Program" shall individually and collectively mean the program(s) in which Student(s) is/are enrolled at the Institution and receive all pre-placement training and education

related to their field. Specific provisions governing nursing students appear in Attachments 2 and 3 of this Agreement.

1.8 "School Year" shall mean September 1 - August 31.

1.9 "Student" shall mean a student officially enrolled in the Program at the Institution who participates in a Clinical/Occupational Experience at the Facility. This Agreement does not cover (i) undergraduate medical education rotations or (ii) medical residency/fellowship rotations.

2.0 Obligations of Institution. The Institution shall:

2.1 Review the Program's philosophy and objectives for the Clinical/Occupational Experience with the Administrator prior to the start of the Clinical/Occupational Experience.

2.2 Initiate planning for Clinical/Occupational Experiences at least six (6) weeks prior to the start of the School Year by submitting a written request to the Administrator indicating the number of Students expected to be assigned to each Clinical/Occupational Experience, the length of time and dates of each Clinical/Occupational Experience, and the proposed days and hours of each Clinical/Occupational Experience and the Inova Facility to which the Institution seeks to assign the student. The specific placement of Students, including schedules and the exact number of Students, shall be mutually agreed upon by the parties. Institution shall provide the Administrator with the name of each Student participating in a Clinical/Occupational Experience at least thirty (30) days prior to the start of the Clinical/Occupational Experience and shall promptly notify the Administrator of any changes.

2.3 Require Students who perform activities pursuant to this Agreement to observe the rules, regulations, policies and procedures of the Facility and strictly adhere to all laws and regulations pertaining to confidentiality and patient rights. Inova expects and demands that every Student will abide by said rules and strictly adhere to its policies as both a precondition of acceptance and a condition of retention. Institution shall assure itself that each Student understands the gravity of the foregoing in terms of the relationship of the parties and to the success of the Student.

2.4 Present for Clinical/Occupational Experiences only those Students who have had adequate prior instruction and who, in the expert judgment of the Director, have successfully fulfilled the prerequisites of the Program curriculum.

2.5 Provide evaluation forms for the evaluation of Students who participate in the Clinical/Occupational Experience.

2.6 Retain responsibility for education of Students in the Program and for the design, delivery, quality and curriculum of the Program.

2.7 Maintain all educational records and reports relating to the Clinical/Occupational Experience of the Students.



2.8 Require that school name pin identification, or such other identification as may reasonably be required by the Administrator, be appropriately displayed by Students.

2.9 Provide documentation prior to the beginning of each Clinical/Occupational Experience certifying to its knowledge that each Student meets the health requirements established by the Facility. Each Student shall have the benefit of health insurance coverage and shall provide to the Administrator prior to commencement of the Clinical/Occupational Experience documentation evidencing such coverage.

2.10 For each Student, provide evidence of inoculation for Hepatitis B, or a declination signed by Student for each such Student; provide educational program(s) for Students regarding Occupational Health and Safety Act ("OSHA") compliance standards; and otherwise comply with applicable federal, state and local law and regulations, including but not limited to those contained in OSHA and implementing regulations.

2.11 At Institution's/Student's expense, engage an independent background investigation organization to perform a criminal background check on each Student.

2.11.1 The investigation shall include, but in Inova's sole discretion may not be limited to, the following reports: criminal history, verification of Social Security number, and Positive Identification National Locator/OIG check.

2.11.2 Institution shall ensure that any Student who has been convicted of a felony or of crime(s) involving theft, drug offenses or physical harm to another is prohibited from participating in a Clinical/Occupational Experience at an Inova Facility.

2.11.3 Inova reserves the right to reject results generated by a criminal background investigation organization that, in Inova's opinion, is inadequate and/or irreputable.

2.12 Institution shall ensure that each Student who performs activities at Facility pursuant to this Agreement is covered by professional liability insurance for occurrences during the term of this Agreement with the following limits: (a) per occurrence limits of not less than One Million Dollars (\$1,000,000.00); and (b) annual aggregate limits of not less than Three Million Dollars (\$3,000,000.00), or in such other amounts as the governing board of Inova may from time to time require. Institution shall also ensure that each Student has "tail" coverage surviving termination of this Agreement and extending to all periods during which services were rendered at Facility pursuant to this Agreement. Further, Institution shall ensure that each Student, prior to the commencement of the Clinical/Occupational Experience, provides the Administrator with certificates evidencing such coverage and shall immediately notify the Administrator of any changes regarding such insurance coverage.

Institution shall also maintain for all Students, Faculty, employees and agents who perform activities at the Facility pursuant to this Agreement, comprehensive general liability insurance with a combined single limit of not less than Two Million Dollars (\$2,000,000).

Nothing in this Agreement shall be construed or interpreted as releasing an insurance carrier under any insurance policy or the Institution or the state under any self-insurance program from: (a) its obligation under said policy or program to defend Institution, its Students, Faculty, agents or employees in any legal claim or action connected with or arising out of any activity which is the subject of this Agreement; (b) its obligation to pay under any such policy or program any claims or damages assessed against Institution, its Students, Faculty, agents or employees regarding any claim arising out of this Agreement; or (c) any other obligation under the terms of any such policy or program.

To the extent permitted by law, Institution shall be responsible for the acts or omissions of its Students, Faculty, employees or agents; nothing in this Agreement, however, shall be deemed as a waiver of state sovereign immunity.

2.13 Provide to the Administrator the name and telephone number of the Faculty who shall:

(i) Plan, in conjunction with Facility staff, Clinical/Occupational Experiences which will fulfill the Program's educational requirements and meet the objectives mutually agreed upon by the parties;

(ii) Meet with Facility staff to evaluate the Clinical/Occupational Experiences and discuss any problems which have arisen; and

(iii) Notify the Facility of any changes in the Program's curriculum.

2.14 Prior to performing their duties pursuant to this Agreement, make reasonable efforts to advise Students of their obligations and responsibilities pursuant to this Agreement.

3.0 Obligations of Inova. Inova shall:

3.1 Provide facilities suitable for fulfillment of the course objectives for the Clinical/Occupational Experience, as mutually agreed upon by the parties.

3.2 Determine, upon mutual consideration and agreement, the maximum number of Students to be assigned to the Facility for each Clinical/Occupational Experience and the schedule for each Clinical/Occupational Experience.

3.3 Where applicable, select patients for Student assignments required by the Clinical/Occupational Experience. The Facility may, at its discretion and at any time, make changes in the selection of patients for Student assignments.

3.4 Within normal limits imposed by the institutional setting and space constraints of the Facility, provide classrooms, conference rooms, lockers and storage space for the Clinical/Occupational Experience as appropriate.

3.5 Permit Students to use available cafeteria facilities at their own expense.

3.6 Where available, permit Students to utilize parking spaces. If parking at an Inova hospital and the hospital chooses to charge for the use of such parking spaces, Students shall be responsible for the payment of such parking fees.

3.7 Where available, permit Students to use the medical library for research and study, provided that library books and materials shall not be removed from the library.

3.8 Orient Students to the Facility and provide information regarding the Facility's rules, regulations, policies and procedures, unless indicated otherwise in Attachment 2.

3.9 Provide emergency medical treatment to Students while on Facility premises during performance of activities pursuant to this Agreement. If at an Inova hospital, the Student shall report to the Emergency Department or such other Department as designated by the hospital and shall receive treatment in accordance with standard procedures in effect in such Department. If the Student is at a non-hospital Inova facility, arrangements shall be made for the Student to be transported to the nearest appropriate hospital, if necessary. The cost of any such treatment, including diagnostic tests and procedures, shall be the responsibility of the Student to whom such treatment was rendered, at the treating hospital's usual and customary charge.

3.10 Provide to the Director the name and telephone number of the Preceptor who shall:

- (i) plan, in conjunction with the Director, Clinical/Occupational Experiences which will fulfill the Program's educational requirements and meet the objectives mutually agreed upon by the parties;

- (ii) meet with the Faculty to discuss any problems;

- (iii) provide guidance to the Students during the Clinical/Occupational Experiences; and

- (iv) participate in periodic evaluation conferences in which the Clinical/Occupational Experiences are evaluated, and provide an evaluation for each Student who participates in a Clinical/Occupational Experience on forms furnished by the Institution.

3.11 Nothing in this Agreement shall be construed to require Inova or the Facility to contract with any additional person(s) to meet its obligations hereunder.

4.0 Care to Patients. Inova shall retain responsibility for the overall care provided to patients in the Facility. Students shall at all times be under the guidance of a Preceptor while performing activities at the Facility pursuant to the terms of this Agreement. Inova reserves the right to establish limits on the numbers and types of Students permitted in each patient care unit of the Facility and to restrict specific Student activities in each patient care unit.

5.0 No Payments. The Clinical/Occupational Experience furnished to Students in connection with this Agreement is gratuitous and voluntary and shall be accomplished without any payment made by Inova to the Institution, its Faculty, Students, employees, or agents. Inova shall not be responsible for any income tax withholding, social security taxes, workers' compensation, and unemployment compensation with respect to Institution's Faculty, Students, employees and agents.

6.0 Nondiscrimination. The parties agree that they will not discriminate against any Student on the basis of color, race, religion, sex, age or national origin, except where religion, sex, age, or national origin is a bona fide qualification reasonably necessary to the normal operation of the Facility or Inova. Furthermore, the parties shall not discriminate against any Student because of a disability, except where accommodation would result in undue hardship on the Facility or Inova or fundamentally alter the nature of the services provided.

7.0 Right to Refuse or Terminate Students.

7.1 Inova reserves the right to refuse acceptance of any Student designated by the Institution for participation in a Clinical/Occupational Experience and to terminate participation by any Student in a Clinical/Occupational Experience when, in the sole opinion of the Inova: (i) the Student is deemed to be a risk to the Facility's patients, employees, or to himself or herself; (ii) the Student fails to meet or abide by the rules, regulations, policies and procedures of the Facility; (iii) the Student's conduct is detrimental to the business or reputation of the Facility or Inova; (iv) the Student fails to accept or comply with the direction of Facility staff; or (v) further participation by the Student would be inappropriate.

7.2 The Institution reserves the right to terminate a Student's participation in a Clinical/Occupational Experience when, in its sole discretion, further participation by the Student would be inappropriate.

8.0 Independent Contractors/No Agency. In the performance of duties and obligations hereunder, no Faculty, Student, employee, or agent of the Institution shall, for any purpose, be deemed to be an agent, servant or employee of Inova. No employee or agent of Inova shall be authorized to act for or on behalf of the Institution. Neither party shall withhold on behalf of the employees of the other, any sums for income tax, unemployment insurance, social security or any other withholding or benefit pursuant to any law or requirement of any governmental body. Nothing in this Agreement is intended nor shall be construed to create any employer/employee relationship, a joint venture relationship, or to allow the parties to exercise control over one another or the manner in which their employees or agents perform the services which are the subject of this Agreement.

9.0 Access to Records. Until the expiration of four (4) years after the furnishing of services under this Agreement, Institution shall make available to the Secretary of Health and Human Services, the U.S. Comptroller General, or any of their duly authorized representatives, this Agreement and such of the Institution's books, documents and records as are necessary to verify the nature and extent of costs incurred by Inova or the Institution with respect to such

services for which payment may be made under Title XVIII or Title XIX of the United States Social Security Act.

10.0 Assignment. This Agreement shall not be assigned or subcontracted, whether individually or by operation of law, by either party hereto.

11.0 Term. The initial term of this Agreement shall be for one (1) year from the Effective Date and thereafter shall automatically renew for successive one (1) year periods.

12.0 Termination.

12.1 This Agreement shall run for the Term unless earlier terminated as provided herein.

12.2 This Agreement may be terminated at any time upon written mutual consent of the parties.

12.3 This Agreement may be terminated by either party at any time without cause by giving prior written notice of not less than sixty (60) days.

12.4 This Agreement shall terminate based on a material breach of this Agreement by either party, provided that the breaching party fails to cure the breach within thirty (30) days of the date of a written notice of the breach. If such breach is not cured within thirty (30) days of the notice, the date of termination shall be the thirtieth (30<sup>th</sup>) day following the date of the notice.

12.5 Where applicable, this Agreement shall terminate automatically on the insolvency or termination of the State Insurance Reserve Trust Fund, in the absence of any other provision for insurance conforming to the requirements of Section 2.12, above.

13.0 Confidentiality.

13.1 The Institution, its Faculty, Students, employees and agents shall not at any time during or after the Term of this Agreement, without the prior written consent of the Facility and Inova, either directly or indirectly divulge, disclose or communicate in any manner whatsoever to any person not employed or affiliated with the Facility or Inova: (a) any confidential information, including, but not limited to, patient information and information regarding quality assurance, risk management and peer review activities; and (b) any information concerning any matters affecting or relating to the business or operations or future plans of the Facility, Inova or any of its affiliates, including, but not limited to, Facility or Inova policies, procedures, rules, regulations, and protocols. This prohibition extends to, but is not limited to, divulging such information for the purpose of acting as an expert witness, reviewer, or consultant on behalf of a plaintiff or an attorney acting on behalf of a plaintiff, in a claim or action against an Inova Facility, Inova, or any of its affiliates. This paragraph, however, shall not prohibit or restrict the divulgence, disclosure, or communication made pursuant to an order of a court of competent jurisdiction, or to sworn affidavits, depositions, or other testimony, or otherwise required by law, required in connection with the defense of any claim or action against the Institution, its Faculty,



Students, employees or agents. Any breach of the terms of this Confidentiality Section shall be a material breach of this Agreement. Student and Faculty who perform activities at the Facility pursuant to this Agreement shall be required to sign an acknowledgment letter substantially similar to Attachment 1 (attached hereto and incorporated herein by reference) agreeing to abide by this Confidentiality Section.

13.2 The parties agree that the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), and regulations promulgated thereunder, including the Privacy Rule (Standards for Privacy of Individually Identifiable Health Information at 45 C.F.R. part 160 and part 164, subparts A and E), require certain protection of Protected Health Information (as defined by HIPAA and the Privacy Rule). Institution acknowledges that its Faculty and Students may have access to Facility's Protected Health Information during its Students' Clinical/Occupational Experience. Institution shall train its participating Faculty and Students on the protection and privacy of Protected Health Information and provide Inova with evidence of such training prior to assigning Faculty and Students to an Inova Facility. Such training shall meet the requirements of HIPAA and the Privacy Rule. Nothing in this Section 13.2 shall be construed as diminishing or eliminating Inova's obligation to orient Students to its facility-specific policies and procedures in accordance with Section 3.8.

13.3 The parties recognize that a breach of this Confidentiality Section of this Agreement may result in irreparable harm to Inova. In the event of such material breach, and without limiting the right of Inova to seek any other remedy or relief to which it may be entitled under law, Inova may seek injunctive relief against Institution, its Faculty, Students, employees, and agents.

13.4 This Confidentiality Section shall survive termination of this Agreement.

14.0 Notice. All notices under this Agreement shall be in writing and delivered by hand or deposited, postage prepaid, in first-class U.S. mail, registered and return receipt requested, addressed as follows or to such other address as a party may designate in writing accordance with this Section:

If to Inova:

Senior Director, Inova Learning Network  
Inova Health System  
2990 Telestar Court  
Falls Church, Virginia 22042

With a Copy to:

Shannon E. Sinclair  
Senior Vice President & General Counsel  
Inova Health System  
8110 Gatehouse Road, Suite 200 East  
Falls Church, Virginia 22042

If to Institution:

Jean Johnson, Ph.D.  
Senior Associate Dean for Health Sciences  
School of Medicine and Health Sciences  
The George Washington University Hospital  
900 23<sup>rd</sup> Street, N.W.  
Washington, D.C. 20037

With a Copy to:

Mary Lynn Reed  
Associate General Counsel  
The George Washington University  
2100 Pennsylvania Avenue, N.W., Suite 250  
Washington, D.C. 20052

15.0 Entire Agreement. This Agreement supersedes all earlier agreements between the parties and contains the final and entire Agreement between the parties with respect to the subject matter hereof and they shall not be bound by any terms, conditions, statements, or representations, oral or written, not herein contained, unless contained in a written executed amendment of this Agreement signed by all parties.

16.0 Severability. Should any provision(s) of this Agreement be held invalid, unlawful or unenforceable, the validity of any other provision(s) of this Agreement or the Agreement as a whole shall not be affected.

17.0 Governing Law. This Agreement shall be construed under and enforced in accordance with the laws of the Commonwealth of Virginia (excluding her choice of law provisions), and it shall be construed in a manner so as to conform with all applicable federal, state and local laws and regulations.

18.0 Compliance with Applicable Laws.

18.1 The parties agree to comply with applicable laws, regulations, rulings, and standards and amendments thereto, of all entities which regulate, license, govern and/or accredit the parties, including, but not limited to, federal, state and local governmental agencies.

18.2 In the event there are changes to or clarifications of federal, state or local statutes, regulations or rules which would materially affect the operations of the Facility or Inova, including, but not limited to, third-party reimbursement or Inova's tax-exempt status, the parties agree to examine this Agreement and to renegotiate any applicable provisions to accommodate the changes in the law.

18.3 Institution shall immediately notify Inova of: (i) any adverse action taken by the Institution's accrediting body against the Institution's Program, including but not limited to, a

downgrade in accreditation status, withholding of accreditation, or probation; or (ii) a change in the Institution's accreditation status that materially affects the continued operation of this Agreement.

19.0 Counterparts. This Agreement may be executed in two or more counterparts, each of which shall be deemed an original but all of which together shall constitute one and the same instrument.

20.0 Headings. Headings used in this Agreement are solely for the convenience of the parties and shall be given no effect in the construction or interpretation of this Agreement.

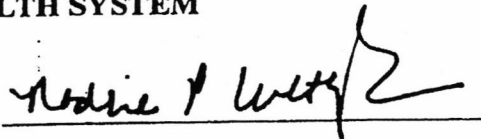
21.0 Waiver. No waiver of any breach of this Agreement shall constitute or be deemed a waiver of any other or subsequent breach. All remedies afforded in this Agreement shall be taken and construed as cumulative to every other remedy provided hereby or at law.

22.0 No Third Party Beneficiaries. This Agreement is not intended to and shall not confer upon any other person or business entity, other than the parties hereto, any rights or remedies with respect to the subject matter of this Agreement.

IN WITNESS WHEREOF, and in agreement hereto, Inova and the Institution have caused this Agreement to be executed in their respective behalf by their authorized representatives.

INOVA HEALTH SYSTEM

By:



Name:

Nadine Wethington

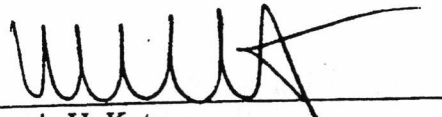
Title:

Senior Director Professional ILN, Inova Health System

Date:

Feb 19, 2007

THE GEORGE WASHINGTON UNIVERSITY

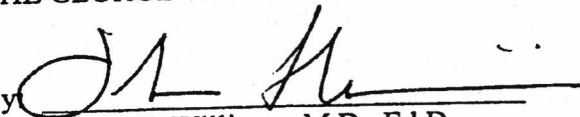
By: 

Name: Louis H. Katz

Title: Executive Vice President and Treasurer

Date: 12/8/06

THE GEORGE WASHINGTON UNIVERSITY

By: 

Name: John F. Williams, M.D., Ed.D.

Title: Provost and Vice President for Health Affairs

Date: 12/7/06

## ATTACHMENT 1

### CONFIDENTIALITY ACKNOWLEDGMENT

I, \_\_\_\_\_, will be participating as a Student or Clinical Instructor in a clinical/occupational experience at an Inova Health System facility pursuant to an agreement between Inova Health System ("Inova") and my college/university, \_\_\_\_\_ ("Institution").

In performing my duties at the facility, I understand that I may come in contact with, or be provided with, confidential or proprietary information. Therefore, I hereby agree that I will not now or at any time in the future, without the prior written consent of Inova, either directly or indirectly divulge, disclose, or communicate in any manner whatsoever to any person not employed or affiliated with the facility or Inova: (a) any confidential information, including, but not limited to, patient information and information regarding quality assurance, risk management and peer review activities; and (b) any confidential or proprietary information concerning any matters affecting or relating to the business or operations or future plans of the facility, Inova or any of its affiliates, including, but not limited to, policies, procedures, rules, regulations and protocols of the facility or of Inova. I understand that this prohibition extends to, but is not limited to, divulging such information for the purpose of acting as an expert witness, reviewer or consultant on behalf of a plaintiff or an attorney acting on behalf of a plaintiff, in a claim or action against Inova or any of its affiliates. This acknowledgement, however, shall not prohibit or restrict any such divulgence, disclosure or communication made pursuant to an order of a court of competent jurisdiction or otherwise required by law, including testimony or other sworn statements or activities pursuant to lawful process or subpoena; and furthermore shall not prohibit any such divulgence, disclosure or communication required in connection with the defense of any claim or action against the Institution, its Clinical Instructors, Faculty, Students, employees or agents; provided that Institution notifies Inova of its need to disclose and works with Inova to limit the disclosure to information required for its defense. I further agree that in the event I breach this confidentiality requirement, and without limiting the right of the facility or Inova to seek any other remedy or relief to which it may be entitled under law, I consent to injunctive relief in favor of Inova. My acknowledgments and agreements shall survive termination of the agreement between Institution and Inova.

I certify that I have been trained on the privacy and protection of patient information, as required by the Health Insurance Portability and Accountability Act of 1996 ("HIPAA") and regulations promulgated thereunder, including the Privacy Rule (Standards for Privacy of Individually Identifiable Health Information at 45 C.F.R. part 160 and part 164, subparts A and E). My failure to adhere to the standards of the HIPAA, the Privacy Rule, and Inova policies and procedures may result in termination of my participation in the clinical/occupational experience.

Date \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Witness: \_\_\_\_\_



## ATTACHMENT 2

### PROGRAM: NURSING STUDENT(S) UNDER CLINICAL INSTRUCTOR

The parties agree to the foregoing terms. Additionally, the parties acknowledge that Institution, as part of its formal course of study in nursing, desires to assign certain of its students to one or more Inova facilities to obtain clinical nursing experiences, and that Inova, in recognition of the need to prepare current and future nurses, is willing to provide the necessary Facility or Facilities for a Clinical/Occupational Experience. Therefore, the parties further agree to the following, which terms shall govern the above-named Program and shall prevail over any conflicting language contained in the main body of the Agreement:

1.0 Definitions. For purposes of the above-named Program, the following definitions shall apply:

1.1 "Clinical Instructor" shall mean a nurse who is appropriately prepared and duly licensed by the Commonwealth of Virginia and who is employed by Institution to provide instruction and supervision to Student activity at the Facility as part of the Clinical/Occupational Experience.

1.2 "Semester" shall mean fall, spring or summer school term.

1.3 "Student" shall mean an undergraduate student officially enrolled in the nursing program at the Institution who participates in a Clinical/Occupational Experience at the Facility.

2.0 Obligations of Institution. Institution shall:

2.1 Prior to the start of each Semester, submit to the Administrator, for each Clinical Instructor, (i) evidence of current Virginia licensure by the Virginia State Board of Nursing and (ii) an acknowledgement letter signed by the Clinical Instructor agreeing to abide by the confidentiality provisions of this Agreement.

2.2 Ensure that all Clinical Instructors (i) attend a centralized nursing orientation at an Inova hospital, (ii) attend an orientation for the specific patient care unit in the Facility in which they will be serving in a supervisory capacity, and (iii) pass all required competency examinations prior to the beginning of the School Year.

2.3 Ensure that Clinical Instructors orient Students to the Facility, to the Facility's rules, regulations, policies and procedures, and to the specific patient care unit in the Facility to which a Student is assigned prior to the start of the Clinical/Occupational Experience.

2.4 Provide at least one Clinical Instructor for every ten (10) Students assigned to a patient care unit.

2.5 Provide concurrent teaching and supervision by a Clinical Instructor of Students' patient care activities and all other clinical and non-clinical Student activity occurring as part of the Clinical/Occupational Experience.

2.6 Reimburse Inova the cost required to repair and/or replace equipment damaged or broken as a result of Student misuse while performing activities during the Clinical/Occupational Experience.

3.0 Obligations of Inova. Inova shall:

3.1 Provide all Clinical Instructors with a centralized nursing orientation at one of its Facilities at the beginning of the School Year to inform the Clinical Instructors of the rules, regulations, policies and procedures of Inova and the Facility that the Students and Clinical Instructors must observe during any activity undertaken pursuant to this Agreement.

3.2 Provide all Clinical Instructors with an orientation to the specific patient care unit in the Facility in which they will be serving in a supervisory capacity at the beginning of the School Year.

3.3 Provide opportunities, as the Administrator deems appropriate, for Students to observe and participate in diagnostic or treatment modalities in which patients to whom they are assigned are involved.

3.4 Permit Students and Clinical Instructors to attend appropriate staff conferences, meetings and educational events that the Administrator, in his or her discretion, deems appropriate and that may enhance the learning opportunity for those involved in nursing education. Fees for such conferences, meetings and events shall be the responsibility of the Student or Clinical Instructor or the Institution.

### ATTACHMENT 3

#### PROGRAM: NURSING STUDENT(S) AND/OR GRADUATE STUDENT(S) UNDER PRECEPTOR

The parties agree to the foregoing terms. Additionally, the parties acknowledge that Institution, as part of its formal course of study in nursing and graduate nursing, desires to assign certain of its students to one or more Inova facilities to obtain nursing experiences, and that Inova, in recognition of the need to prepare current and future nurses, is willing to provide the necessary Facility or Facility for a nursing experience. Therefore, the parties further agree to the following, which terms shall govern the above-named Program and shall prevail over any conflicting language contained in the main body of the Agreement:

1.0 Definitions. For purposes of the above-named Program, the following definitions shall apply:

1.1 "Clinical Instructor" shall mean a nurse who is appropriately prepared and duly licensed by the Commonwealth of Virginia, or by the state in which the Institution sits, and who is employed by Institution to provide instruction and supervision to Student and Graduate Student activity as part of the Clinical/Occupational Experience.

1.2 "Graduate Student" shall mean a nurse who maintains current, unrestricted licensure to practice nursing in a state within the United States, a U.S. territory or the District of Columbia; who is officially enrolled as a graduate student in an advanced professional degree nursing program at the Institution; and who participates in a Clinical/Occupational Experience at the Facility.

1.3 "Preceptor" shall mean a nurse or physician duly licensed by the Commonwealth of Virginia and on staff at the Facility to supervise Student and Graduate Student activity at the Facility as part of the Clinical/Occupational Experience.

1.4 "Student" shall mean an undergraduate student officially enrolled in the nursing program at the Institution who participates in a Clinical/Occupational Experience at the Facility.

2.0 Obligations of Institution. Institution shall:

2.1 Ensure appropriate oversight by a Clinical Instructor of Student/Graduate Student activity, either before, concurrent with and/or following Preceptor instruction and supervision.

2.2 Reimburse Inova the cost required to repair and/or replace equipment damaged or broken as a result of Student/Graduate Student misuse while performing activities during the Clinical/Occupational Experience.

3.0 Obligations of Inova. Inova shall:

3.1 Provide Preceptors to facilitate student learning and to supervise Student and Graduate Student activity at the Facility as part of the Clinical/Occupational Experience.

3.2 Provide opportunities, as the Administrator deems appropriate, for Students and Graduate Students to observe and participate in diagnostic or treatment modalities in which patients to whom they are assigned are involved.

3.3 Permit Students and Graduate Students to attend appropriate staff conferences, meetings and educational events that the Administrator, in his or her discretion, deems appropriate and that may enhance the learning opportunity for those involved in nursing education. Fees for such conferences, meetings and events shall be the responsibility of the Student or Graduate Student or Institution.

## **THE SEC OPERATING COMMITTEE**

- **MEMBERSHIP**

- **ADMINISTRATION: ALICIA O'NEIL, JEFFREY LENN, JAYMI PEYTON**
- **SENATE: HERMANN HELGERT**
- **SEAS: CAN KORMAN, BHAGIRATH NARAHARI**
- **CCAS: RANDALL PACKER**
- **MEDICAL CENTER: VINCENT CHIAPPINELLI, LINDA WERLING**
- **BALLINGER: CRAIG SPANGLER, BILL GUSTAFSON, STEVE WITTRY**
- **BOSTON PROPERTIES: DAMONA SMITH-STRAUTMANIS, KEN SIMMONS**



**ACTIVITIES OF THE SEC OPERATING COMMITTEE DURING THE PERIOD MAY 1  
TO AUGUST 31, 2010**

- **THE OPERATING COMMITTEE MET ON A BI-WEEKLY BASIS FOR MOST OF THE SUMMER WITH BALLINGER ARCHITECTS**
- **MEMBERS OF THE COMMITTEE ALSO PARTICIPATED IN BI-WEEKLY MEETINGS WITH THE DEANS, CHAIRS AND INTERESTED FACULTY**
- **THE WORK OF THE OPERATING COMMITTEE CONCENTRATED ON THE LAYOUT OF THE BUILDING, INCLUDING ASSIGNMENT OF ADMINISTRATIVE SPACE, GENERAL CURRICULUM CLASSROOMS, TEACHING AND RESEARCH LABORATORIES, SPECIAL FACILITIES AND COMMON AREAS**
- **MUCH OF THE WORK INVOLVED REACHING COMPROMISES BETWEEN CONFLICTING REQUIREMENTS FOR SPACE ALLOCATED TO 4 SCIENCE DEPARTMENTS IN CCCAS AND THE 5 ENGINEERING DEPARTMENTS IN SEAS**
- **AT PRESENT THE BUILDING DESIGN AND LAYOUT ARE CLOSE TO A FINAL VERSION FOR SUBMISSION TO THE BoT IN OCTOBER 2010**

## **THE SEC CONSTRUCTION COST ESTIMATE**

- **ESTIMATED TOTAL BUILDING CONSTRUCTION COST - \$ 275 MILLION**
- **DEVELOPED BY PRE-CONSTRUCTION CONSULTANT CLARK CONSTRUCTION, IN COOPERATION WITH ARCHITECTS BALLINGER AND LOCAL PARTNER HICKOK COLE, AND PROJECT MANAGER BOSTON PROPERTIES AS CONSULTANT**
- **BASED ON THE PRELIMINARY DESIGN DEVELOPED BY BALLINGER DURING FALL 2009 AND SPRING AND SUMMER 2010**
- **ENVISIONS A BUILD-OUT OF ACADEMIC SPACE IN LOWER LEVELS 1 AND 2 AND UPPER LEVELS 1 THROUGH 6, WITH UPPER LEVELS 7 AND 8 DESIGNATED SHELL SPACE FOR FUTURE BUILD-OUT**
- **TOTAL NET ASSIGNABLE SPACE OF 290,000 SQUARE FEET**
- **THE COST ESTIMATE INCLUDES ALLOWANCES FOR CONTINGENCIES AND POTENTIAL FUTURE INCREASES IN CONSTRUCTION COSTS**

## **THE SEC CONSTRUCTION COST ESTIMATE**

- **INCLUDED IN ESTIMATED TOTAL BUILDING CONSTRUCTION COST**
  - **SITE PREPARATION**
  - **DEMOLITION OF EXISTING PARKING GARAGE**
  - **CONSTRUCTION OF EXTERIOR AND INTERIOR OF BUILDING AT LOWER LEVELS 1 AND 2 AND UPPER LEVELS 1 – 6**
  - **PARTIAL BUILD-OUT OF THE VIVARIUM**
  - **ALLOWANCE OF \$9 MILLION FOR FURNITURE, EQUIPMENT FOR TEACHING AND RESEARCH LABS**
  - **ALLOWANCE OF \$4 MILLION FOR CUSTOMIZED LAB SETUP**
  - **COSTS ASSOCIATED WITH LEEDS CERTIFICATION**
  - **BALLINGER FEES NOT ATTRIBUTABLE TO PARKING CONSTRUCTION**

## **THE SEC CONSTRUCTION COST ESTIMATE**

- **NOT INCLUDED IN TOTAL BUILDING CONSTRUCTION COST**
  - **BUILD-OUT OF LEVELS 7 AND 8**
  - **SEC PARKING AT LOWER LEVELS 3 AND 4 FOR 300 – 400 SPACES (TO BE FUNDED BY SEPARATE CAPITAL BUDGET ALLOCATION FROM PARKING FEES)**
  - **OTHER PARKING GARAGE REPLACEMENT CONSTRUCTION (SOUTH HALL, SQUARE 54, TO BE FUNDED BY SEPARATE CAPITAL BUDGET ALLOCATION FROM PARKING FEES)**
  - **CENTRAL UTILITY PLANT FOR ROSS HALL (TO BE FUNDED BY SEPARATE CAPITAL BUDGET ITEM)**
  - **BALLINGER FEES ASSOCIATED WITH SEC PARKING CONSTRUCTION**
  - **OFFICE FURNITURE**

## **THE SEC FUNDING PLAN**

- **FUNDING**
  - **FUND RAISING** **\$ 100 MILLION**
  - **DEBT** **\$ 175 MILLION**
- **SERVING OF PRINCIPAL AND INTEREST ON DEBT**
  - **SQUARE 54 PAYOUT IN EXCESS OF \$9 MILLION/YEAR** **\$ 150 MILLION**
  - **EXPECTED INCREASE IN INDIRECT COST RECOVERY  
IN EXCESS OF \$9 MILLION/YEAR** **\$ 150 MILLION**
- **ASSUMES 30 YEAR AMORTIZATION AND INTEREST AT APPROXIMATELY 5%**
  - **NOTE: \$150 MILLION AT 5% FOR 30 YEARS REQUIRES ANNUAL PAYMENTS OF \$9.66 MILLION**
- **SOME FLEXIBILITY IN THE RELATIVE AMOUNTS OF FUND RAISING AND DEBT**





THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON DC

PROVOST AND EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

August 25, 2010

Michael S. Castleberry  
Chair, Faculty Senate Executive Committee  
Old Main, Suite 400  
1922 F Street NW  
Washington, DC 20052

Dear Michael,

We are writing to you to respond to the questions raised by the Faculty Senate regarding the plans to move forward with a new Science and Engineering Complex (SEC). We believe that this new building will play a central role in the university's achievement of its full stature. By responding to the reasonable questions voiced by some Senate members, we hope to enlist the entire Faculty Senate in enthusiastic support for this project.

The need for such a facility to raise the reputation of the George Washington University in science and engineering and the quality of the institution overall was recognized in the 2002 Strategic Plan for Academic Excellence, and that recognition has been echoed many times since then by the Faculty Senate, the Board of Trustees, and our students. The building will provide state-of-the-art research and teaching space and will enable GW to attract top-tier faculty and students. Once the SEC is finished, we will have the additional opportunity to use the spaces in existing buildings from which the SEC's occupants moved. This backfill opportunity will help us meet our academic and research needs in the future and will benefit many departments outside the natural sciences and engineering per se.

As you know, since November 2009, the Ballinger Company has been leading an in-depth planning exercise for the SEC taking into account the input of members of the Faculty Senate (both in large forums and by the representation of Hermann Helgert on the Operating Committee) – as well as departmental faculty, staff, and students throughout science and engineering. The planning efforts have yielded an updated project design (see attached document for summary of current design progress). Thanks to these intense efforts, the design now offers a level of detail that has allowed the University to obtain pricing feedback from Clark Construction (in the role of a pre-construction consultant) on the expected project cost. The project team will complete the next phase of design in early-to-mid September, and we will be happy to provide additional information to the Senate at that time.

To get to the heart of many questions regarding cost, we can now provide the following preliminary information regarding cost and funding mechanisms for the SEC. With respect to cost, it is expected that the initial build-out of the Science and Engineering Complex will be approximately \$275 million, outlined as follows:

- Includes construction of the full building envelope and build-out of interior space on floors LL2-6, with the exception of a portion of the vivarium, which is contemplated to be only partially built out and to be expanded as necessary.
- Includes an allowance for furniture, fixtures, and equipment for teaching labs, research labs, and common areas (but not individual office furniture) of approximately \$9 million.
- Includes an allowance for customization of lab set-ups of approximately \$4 million (but not specialty equipment as may be required in faculty start-up packages, which would be funded separately).
- Includes a level of design/finish similar to that of recent GW academic buildings such as 1957 E Street and Duques Hall.
- Includes costs associated with achieving LEED certification – targeted at either a silver or gold level.
- Does not include: parking or costs associated with the central utility plant attributable to Ross Hall (work that will be conducted concurrently as there will be tie-ins between the SEC and Ross Hall utility systems and the parking associated with the project). Both of these costs will be funded by the University separately through the capital budgeting process.

As is always the case, the above estimates are based on many assumptions, particularly that there will be no huge, unanticipated changes in the costs of construction or a major shift in the scope of what we put into the building. The estimates do, however, incorporate reasonable assumptions regarding escalations in the cost of construction and an allowance for as yet unidentified contingencies that typically arise in projects of this type and scale.

We plan to pay for the SEC through a mix of fundraising, internal and/or external loans (debt service to be funded by payout associated with the Square 54 ground lease), and incremental indirect cost recovery from research grants located within the building. Here is a preliminary break-down of the relative contributions expected from these sources:

- Fundraising – We are targeting philanthropic contributions totaling \$100 million to support the SEC project.
- Square 54 – The annual endowment payout from the Square 54 ground lease with Boston Properties will support debt service payments on a principal amount of approximately \$150 million.
- Indirect cost recovery – Our planning target is \$30 million of additional research activity within the next 5 years, resulting in annual indirect cost recovery projected to be over \$9 million. This will support debt service payments on a principal amount of nearly \$150 million.

The ground rent from Square 54 is already a secured revenue source. Additional support from a combination of fundraising and/or indirect cost recoveries will fund the remaining project costs of approximately \$125 million (equates to approximately \$8 million/year in debt service).

We want to emphasize that we have estimated the total funding available conservatively so that the sum of funding from the three sources will most likely exceed what we need to complete the building. We of course would like to maximize the portion of the SEC's cost paid from

fundraising and indirect cost recovery, leaving part of the income stream from Square 54 available for other purposes.

Additionally, following up on your inquiry regarding the University's replacement of parking that will be lost as a result of the demolition of the University Parking Garage for construction of the SEC, please note the following:

- We will continue to meet the parking needs of the University population following the demolition of the University Parking Garage.
- The current garage has approximately 1,250 spaces, and the University has already begun replacement of these spaces.
- Replacement spaces will actually *exceed* the number of current spaces, totaling over 1,400 spaces, including:
  - 178 spaces at South Hall
  - 362 spaces at Square 54 (GW dedicated parking on levels P4 & P5 – to open early in 2011)
  - 454 spaces at the Law Learning Center Garage (394 permanent spaces plus 60 temporary spaces to be used until above-grade improvements commence – all scheduled to be available in January 2012)
  - 350 spaces in the new Science and Engineering Complex (estimated number, still in design – scheduled to be available in January 2015)
- During the construction of the SEC, we will create additional parking supply by implementing valet operations in existing GW garages and leasing additional parking at Square 54 and the Kennedy Center.
- Meetings with key stakeholder groups will begin in fall 2010 regarding the transition plan for parking. These meetings will include University and Medical Center constituents (including UHS & MFA).

We hope you and the members of the Senate Executive Committee find this information helpful. We are happy to answer any additional questions you may have. We also would be happy to coordinate with the project team to provide a briefing at an upcoming meeting of the Executive Committee and/or the Senate's fall meetings, at your convenience. We will follow up around mid-September with a progress report on the design/development phase which is set to complete in early September.

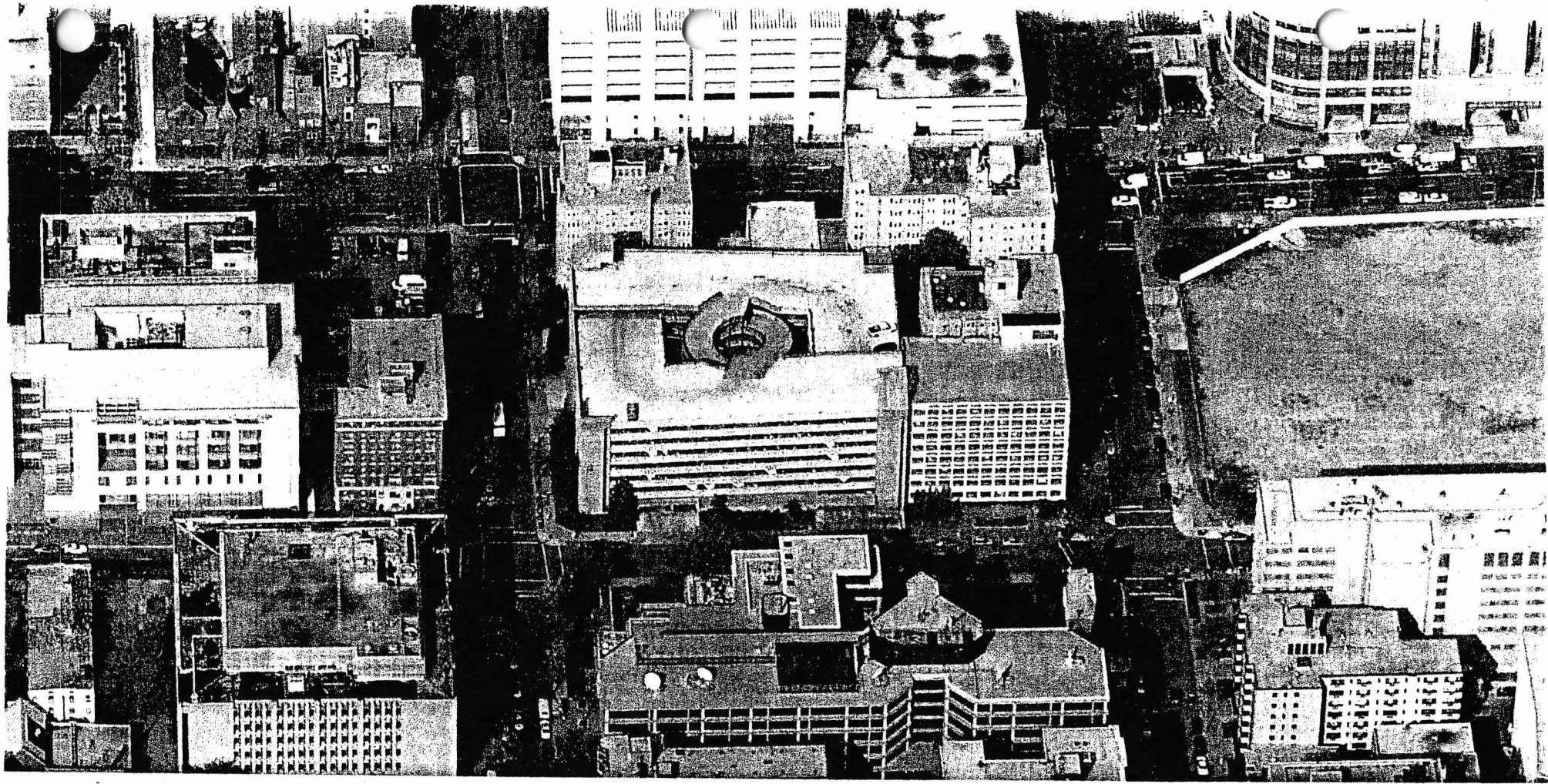
Regards,



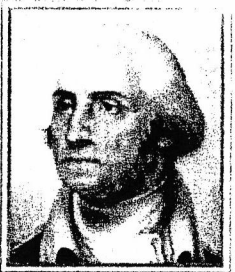
Steven R. Lerman  
Provost and EVPAA



Louis H. Katz  
EVP and Treasurer



## Science & Engineering Complex



THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON DC

Ballinger



# Table of Contents

## **1. Overview**

- Process
- Recap of Project Goals & Key Principals

## **2. Program Evolution**

- Changes From Programming to Schematic Design
- Core Facilities
- Distribution of Space in Building

## **3. Floor Plans (Typical)**

## **4. Exterior Building Concepts**



## Overall Process

- Programming & Benchmarking: *Complete*
- Schematic Design: *Complete*
- Design Development: *In Process*

## • ***GW Board Approval to Proceed***

- PUD Approval
- Construction Documents
- Construction
- Commissioning / Move In

## Comprehensive Stakeholder Engagement

- Deans / Chairs Forum  
*(Departments & Collaborators)*
- Faculty Forum
- Sustainability Forum
- Systems Forum
- Operating Committee  
*(CCAS, SEAS, Faculty Senate,  
Ac. Ops, Ops, SOM)*
- University Leadership  
*(Knapp, Lerman, Lehman, Katz, Chalupa)*
- SEC Board Committee
- Students



# Project Goals & Design Criteria

## GOALS

## DESIGN CRITERIA

### CAMPUS WIDE IMPACT

*Catalytic Effect*

- Site Location: HUB
- Urban Sustainability
- Enhance Overall Reputation of GW



### COLLABORATIVE / INTERDISCIPLINARY

*Faculty & Students*

- Interaction
- No Barriers
- Open Character / "On Display"



### ENGAGED LEARNING PARADIGM

*New Direction*

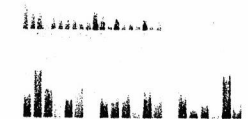
- Integrate Research w/Teaching
- Learning Commons
- Public Outreach



### MEASURABLE OUTCOMES

*Metrics Of Success*

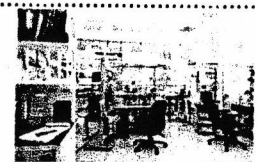
- Enhance GW Reputation
- Research Revenue
- Building Performance
- Cost / Delivery



### 50 / 100 YEAR BUILDING

*Space & Systems*

- Flexible to Adapt
- Catalyst for Continued Growth of Science / Engineering / Research



## Key Building Principles

- Building Constructed to Maximize Site Potential
- Building To Include Research/Teaching/Departmental Office Space
- Faculty Offices for Departments with Affiliated Research
- Includes Space for SEAS Dean's Office



## Key Building Principles

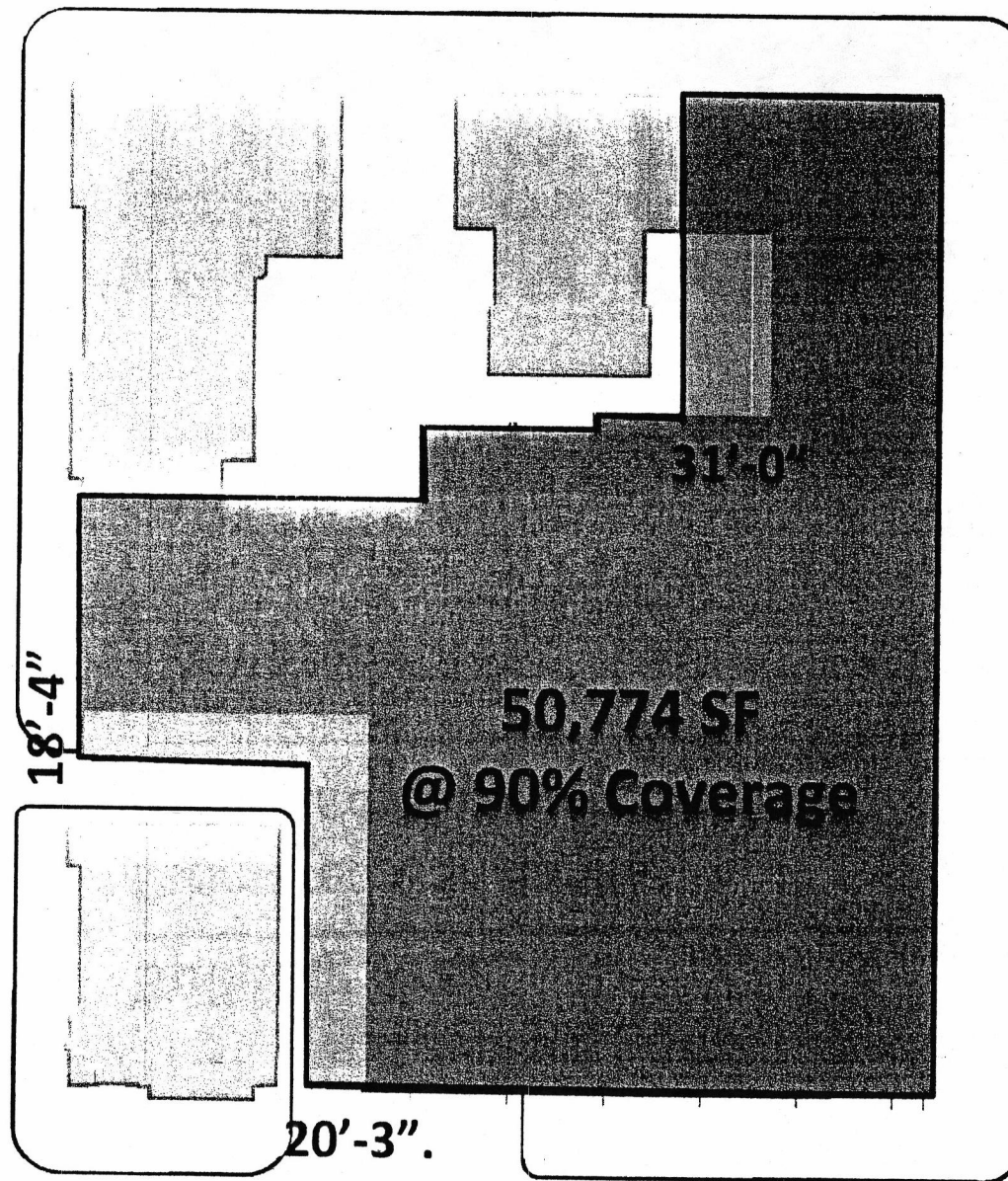
- Program Will Accommodate 10-Year Growth Projections for Faculty in CCAS/SEAS programs (+20 by 2014; +41 by 2019)
- Growth in Faculty will be Faculty w/ either Funded or Fundable Research
- Space Requirements Assume Integration of Increased Number of Doctoral/Post-Doctoral and Graduate Students into Research Projects
- Faculty in Medical Center & Other University Collaborators Participate in Building Through Centers/Institutes/Thematic Research



## Key Building Principles

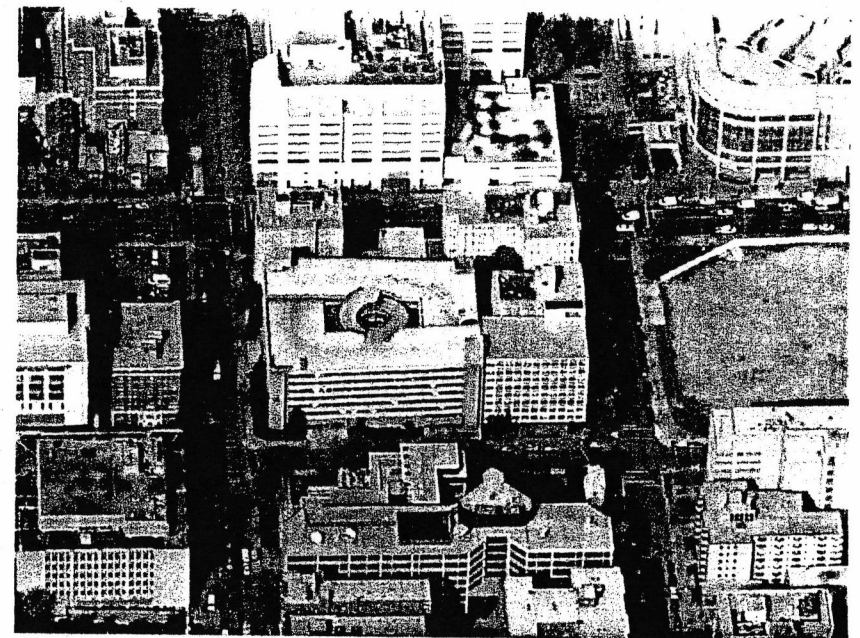
- Teaching Will Include Both Non-Major & Upper Level Teaching Labs
- Research and Upper-Level Teaching Space will be Flexible to Transition Between These Two Uses Over Time
- Research Space Will Be Shared and Allocated Based on External Funding
- Incubation Space Will Be Available to Faculty in the Building
- Departmental Shared Support Will Be Implemented to Assist in Space Efficiency

## Site Capacity Studies: Lot Definition



Site Area : 56,415 sf

Maximum Lot Coverage: 90%  
90% of 56,415 sf = 50,774 sf



# Site Capacity Studies: Estimated Building Area

## **Building Area**

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Estimated GSF Range

480,000 sf

Estimated Building Efficiency:

60%

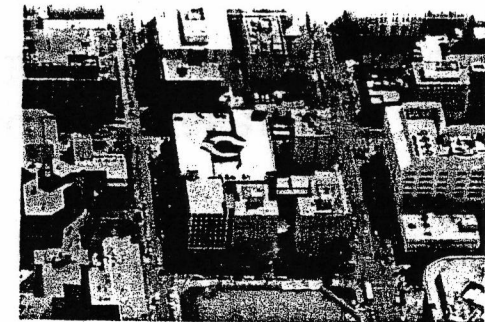
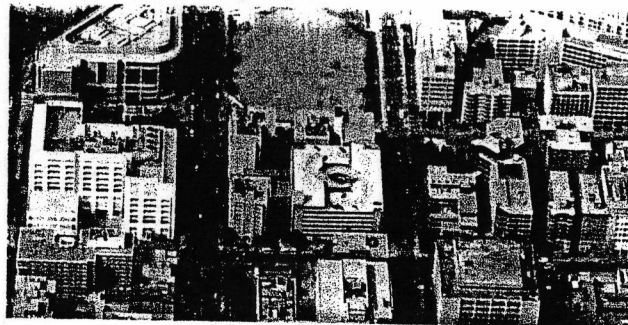
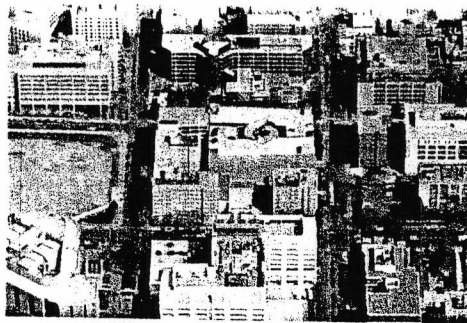
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Estimated NASF:

290,000 SF

Plus Parking (Number of Spaces TBD)

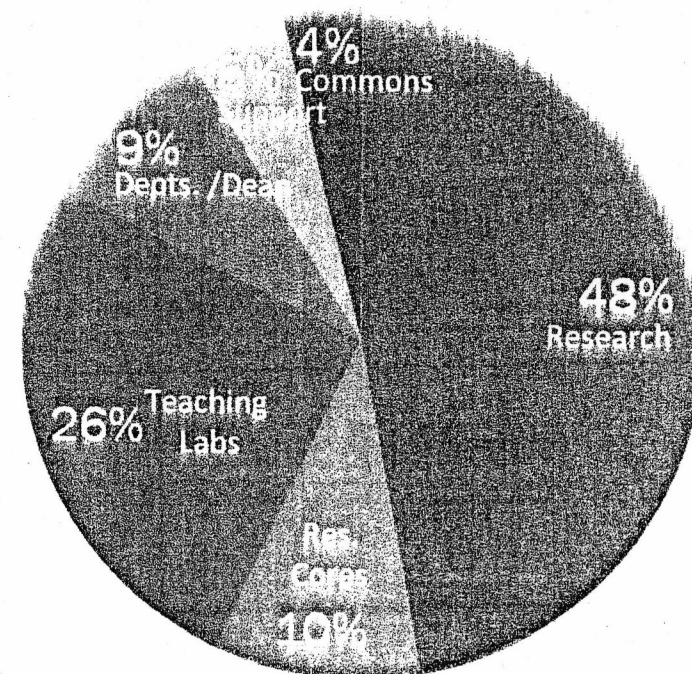
(Estimated 300 -400 Spaces on 4 Levels )



# Comparative Programs: Planning Phase vs. Schematic Phase

	Planning April 2010 (NSF)	Schematics Current (NSF)
<b>Research</b>	140,500 + 25,500 Cores <u>166,000</u>	137,900 + 28,100 Cores <u>166,000</u>
<b>Teaching</b>	70,500	74,600
<b>Dean / Offices</b>	26,900	23,800
<b>Commons</b>	13,100	11,800
<b>Support</b>	13,800	13,800
<b>Total</b>	<b>290,000 NSF</b>	<b>290,000 NSF</b>

Space Summary: 290,000 SF





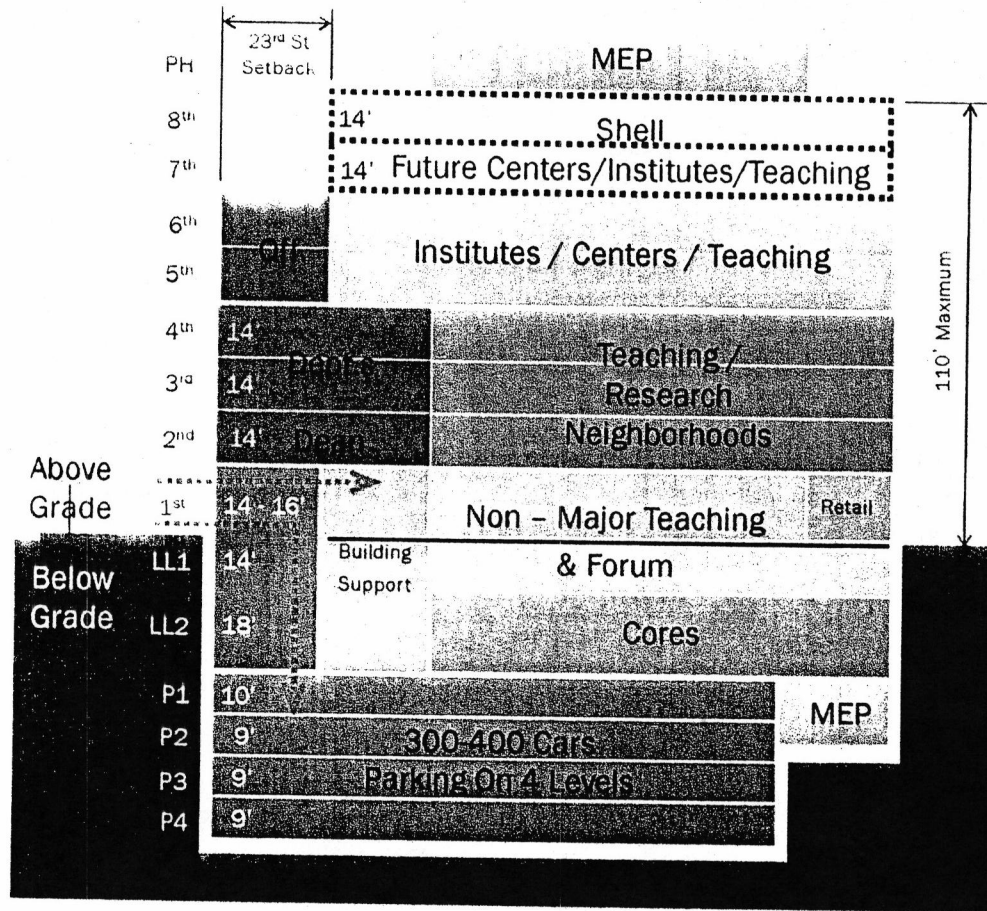
# High Impact Core Facilities: *Currently in Schematic Program*

<b>"Core"</b>	<b>Size</b>	<b>Recommended Location</b>
<b>* VIVARIUM (Research)</b>	7,500 DGSF	LL2
<b>HIGH-BAY (70% Research)</b>	High Bay: 6,100 SF Machine / Electrical Shops: 3300 SF	LL1 (3 Stories)
<b>* NANO – CLEAN ROOM (60% Research)</b>	Class 100: 1,000 SF Class 1000 +: 4,000 SF 5,000 Total SF	LL2
<b>* IMAGING (Research)</b>	3,000 SF	LL2
<b>* GREENHOUSE (66% Research)</b>	Indoor: 3,200 SF Outdoor: 2,000 SF	Floor 8 West

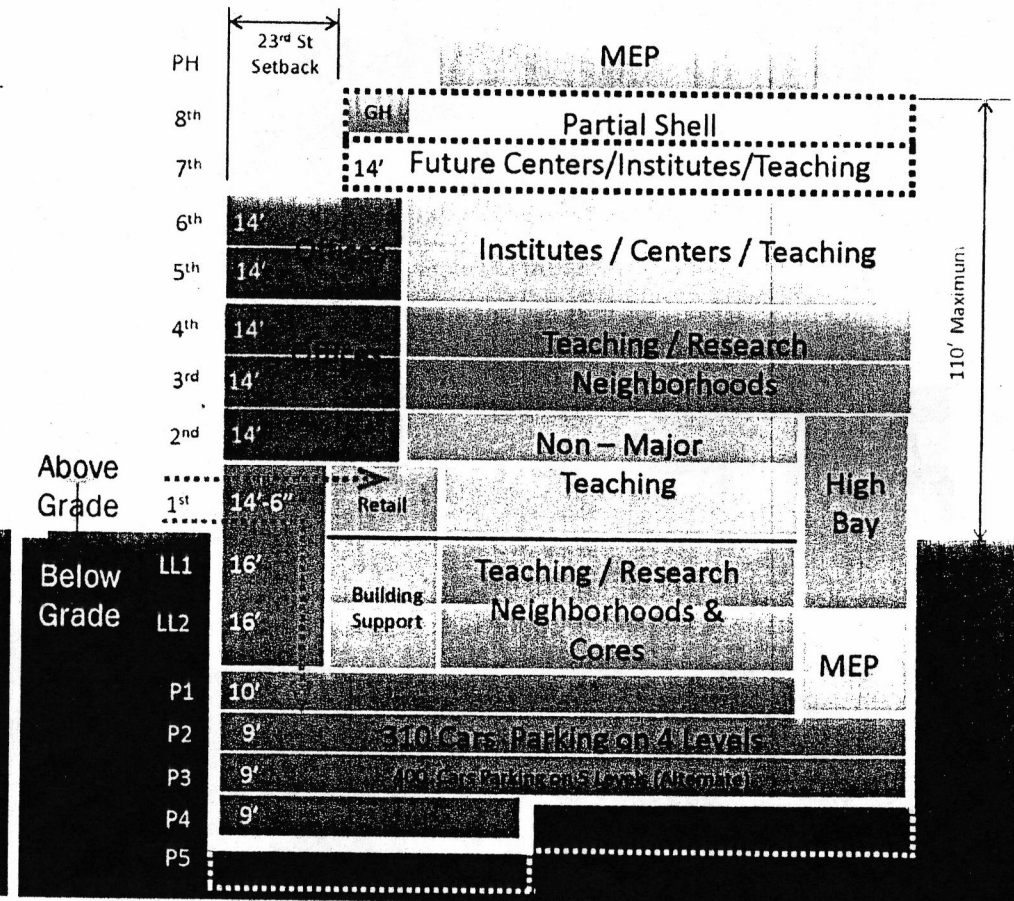
\* Could be Shelled

**28,100 NSF Total**

# Section Comparison: Planning Phase vs. Schematic Phase



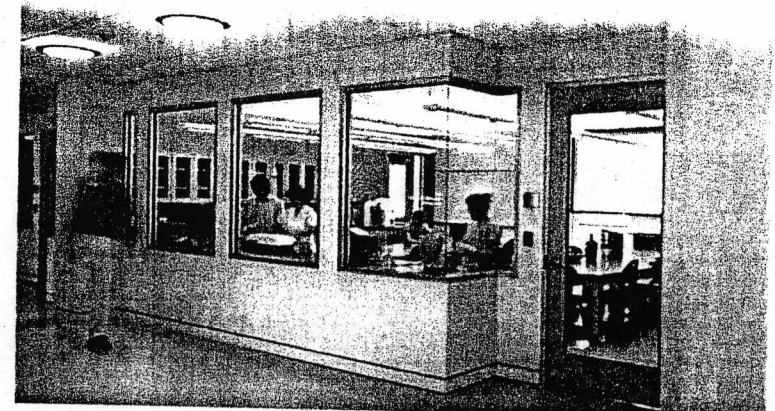
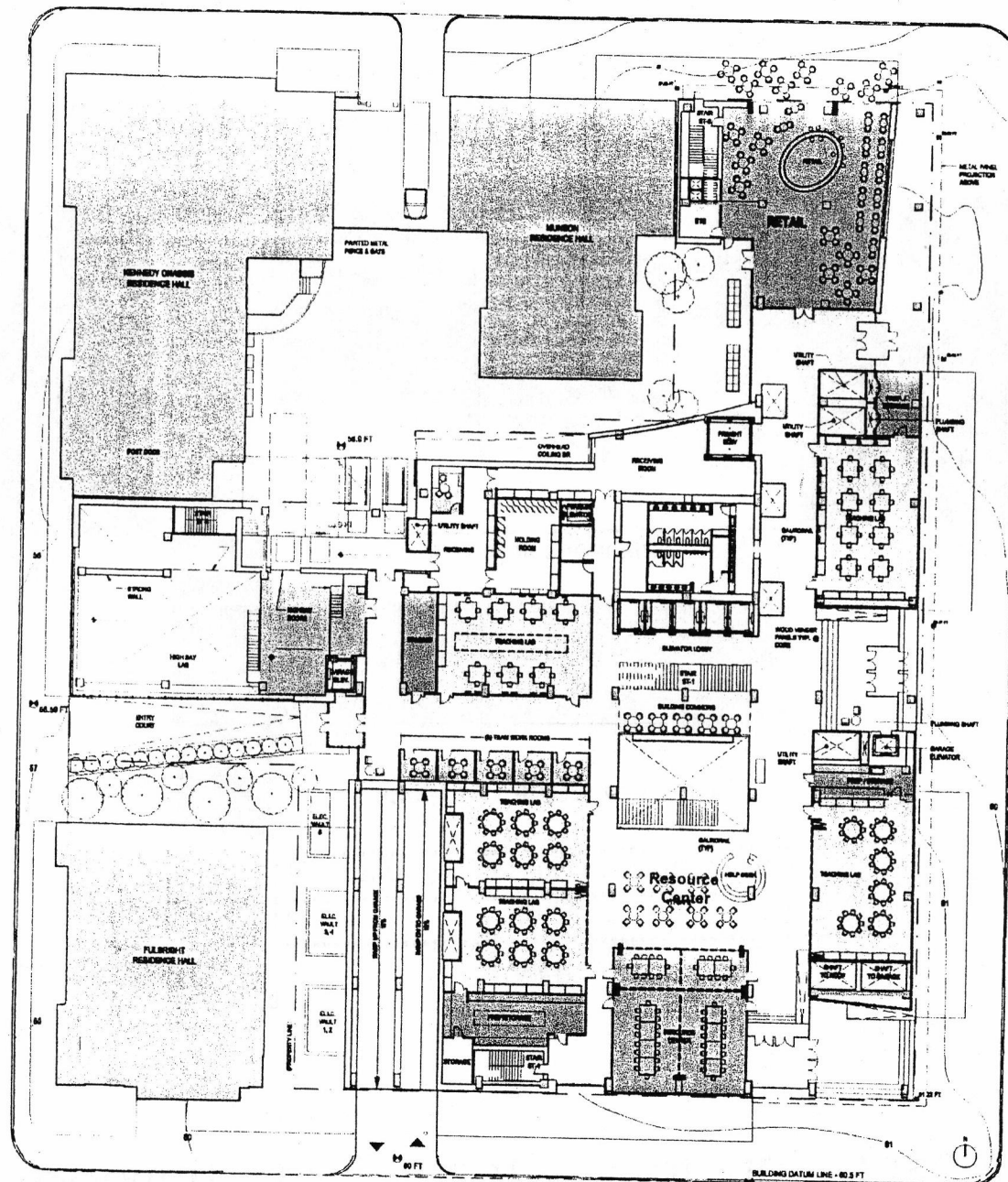
Planning Phase  
April 2010



Schematic Phase  
Current



# Public Domain: Ground Floor

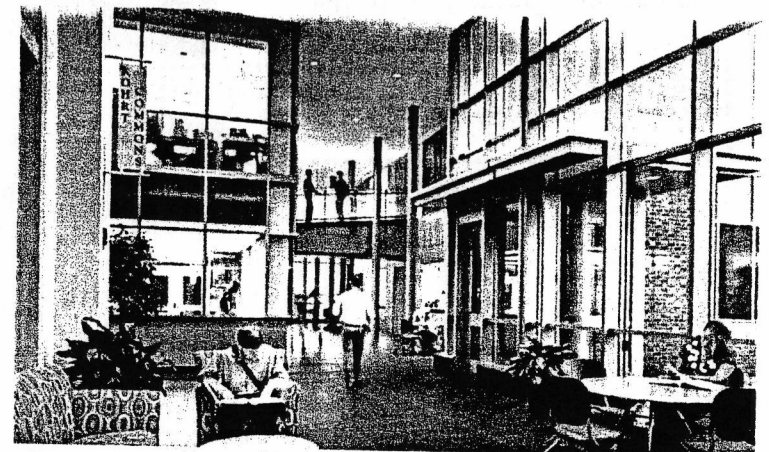


Science / Engineering in Sight



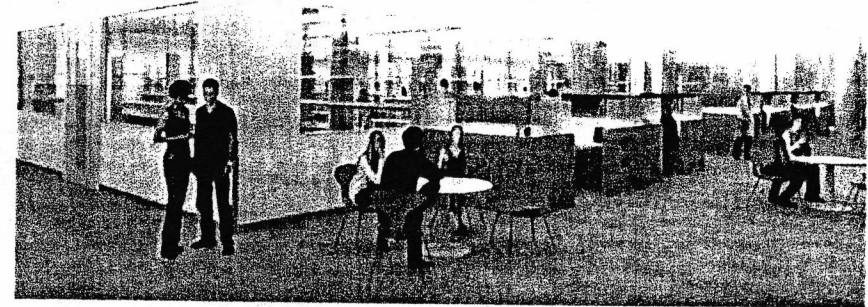
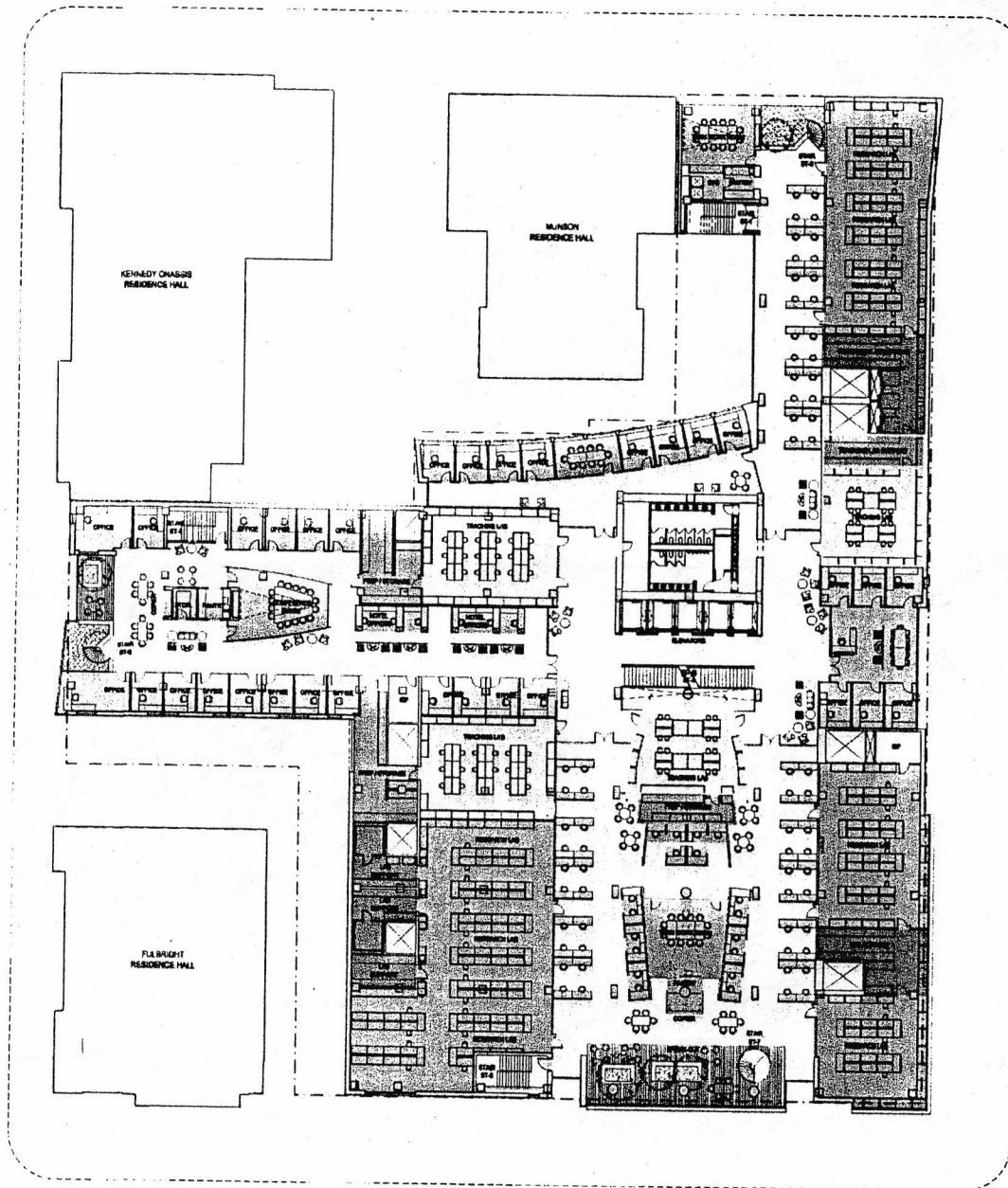
Resource Center

Retail

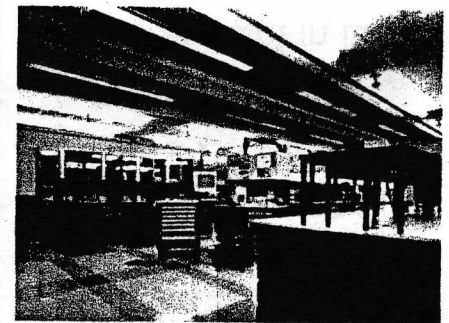


Natural Light / Visual Connections Between Floors

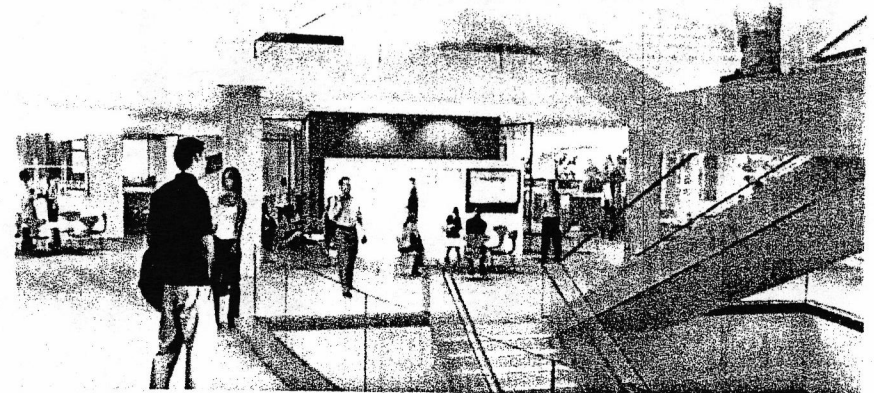
# Teaching / Research Floor Plate: Typical



Integrated Class Lab

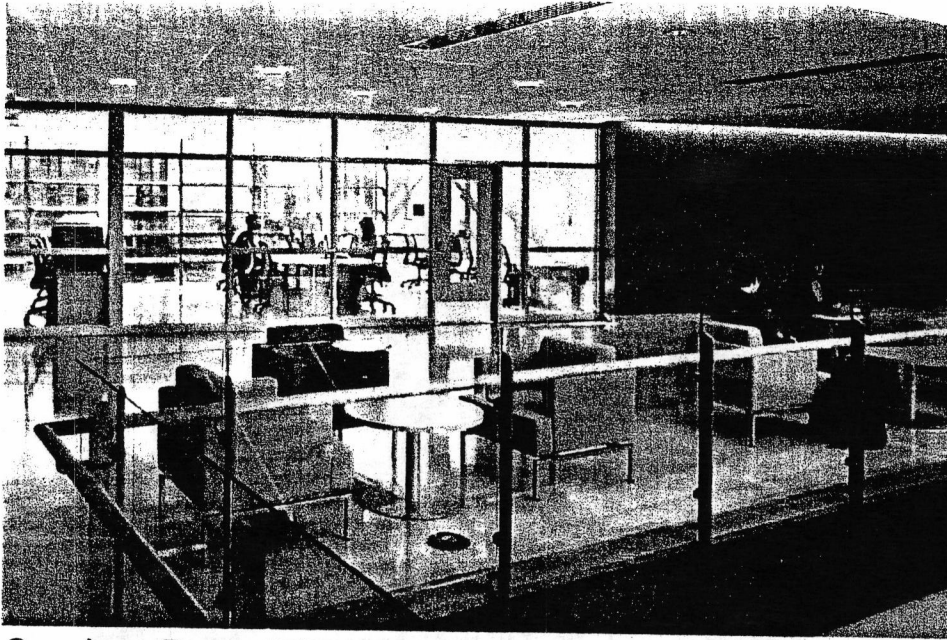


Flexible Lab Environments

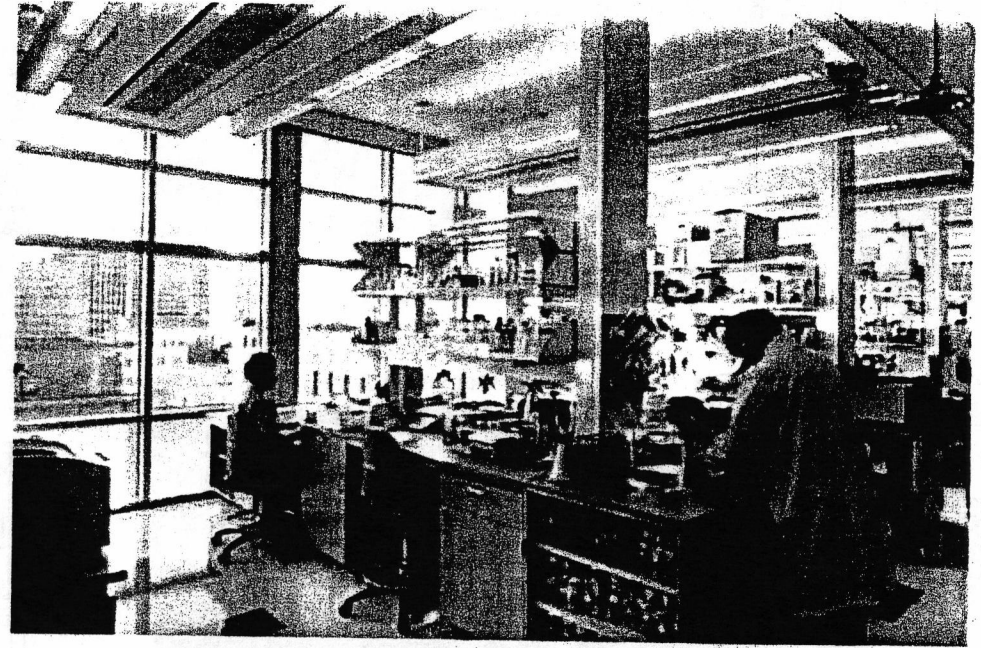




## Teaching / Research Environment: *Concepts*



Seminar Rooms /  
Interaction Areas



Natural Light in Lab  
Environments

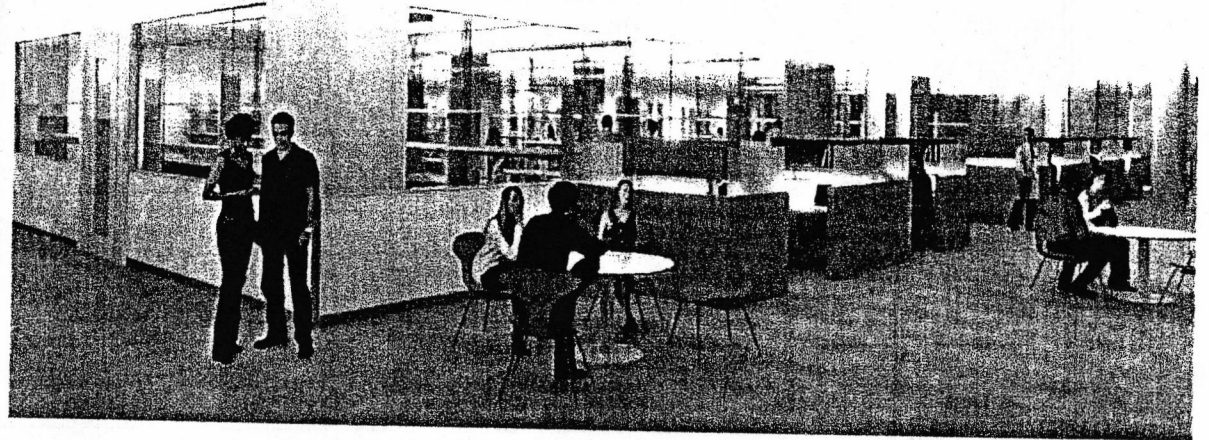


Office Front Translucency

# Teaching / Research Environment: *Concepts*



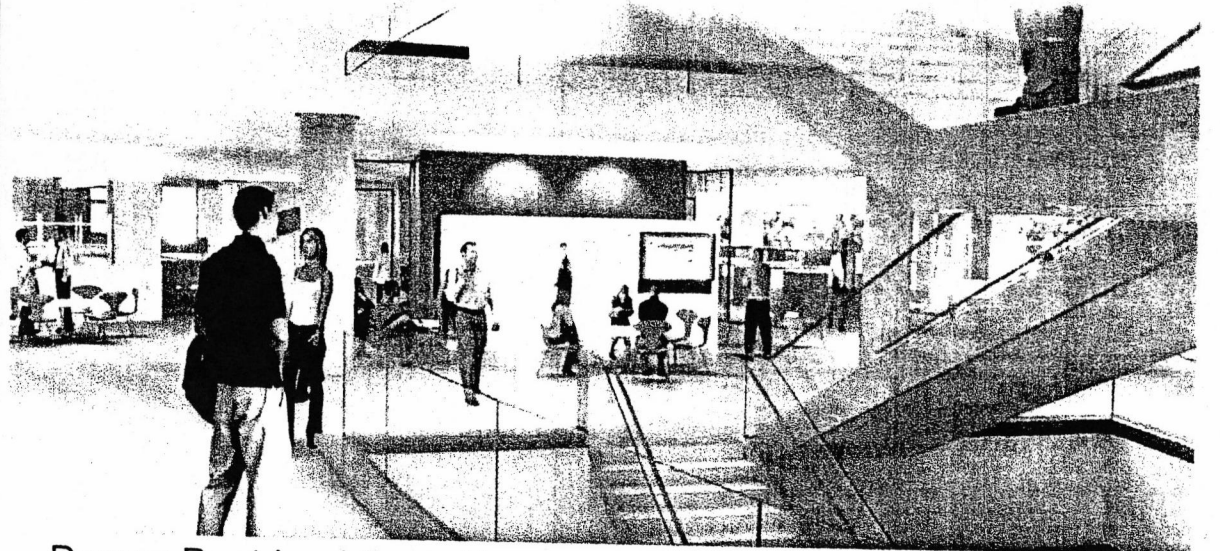
Integrated Class Lab



Open Environment



Flexible Lab Environments

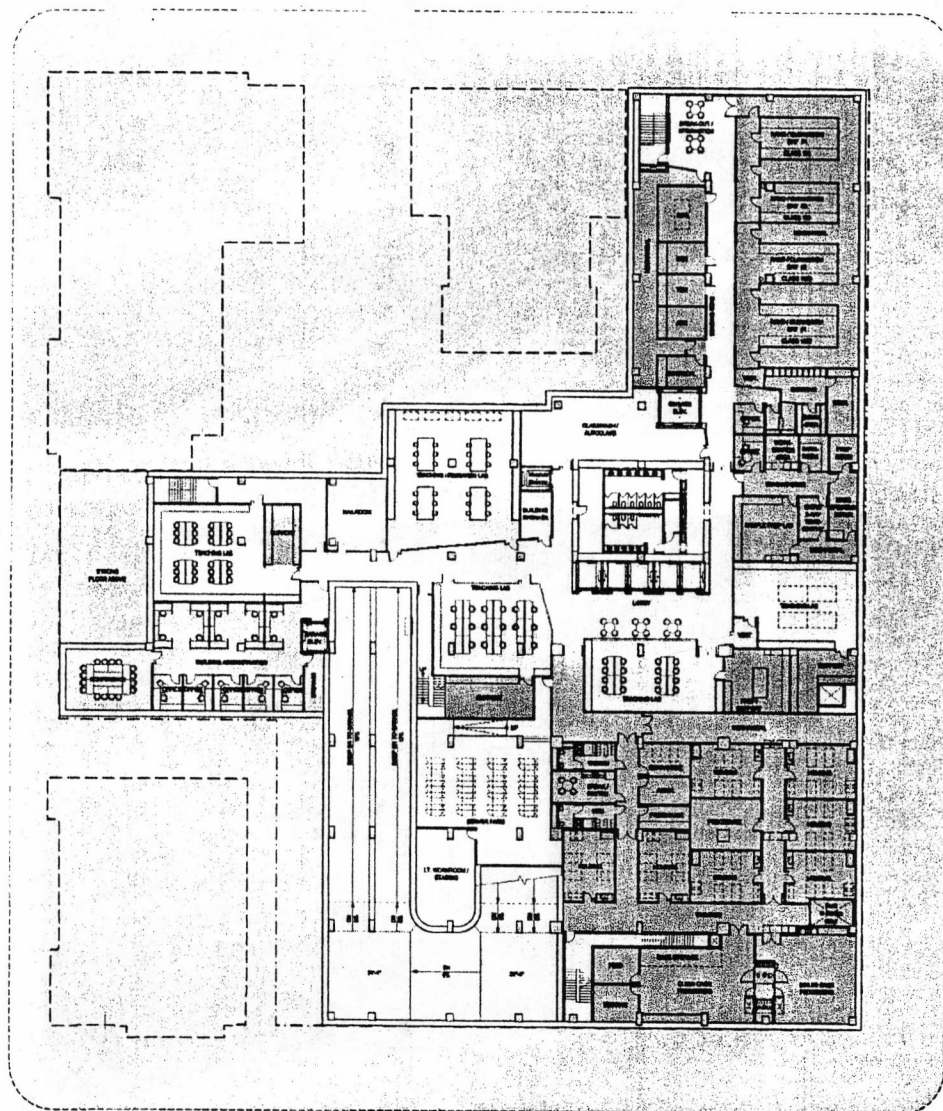


Draws: Pantries / Copy / Interaction Areas / Communicating Stairs

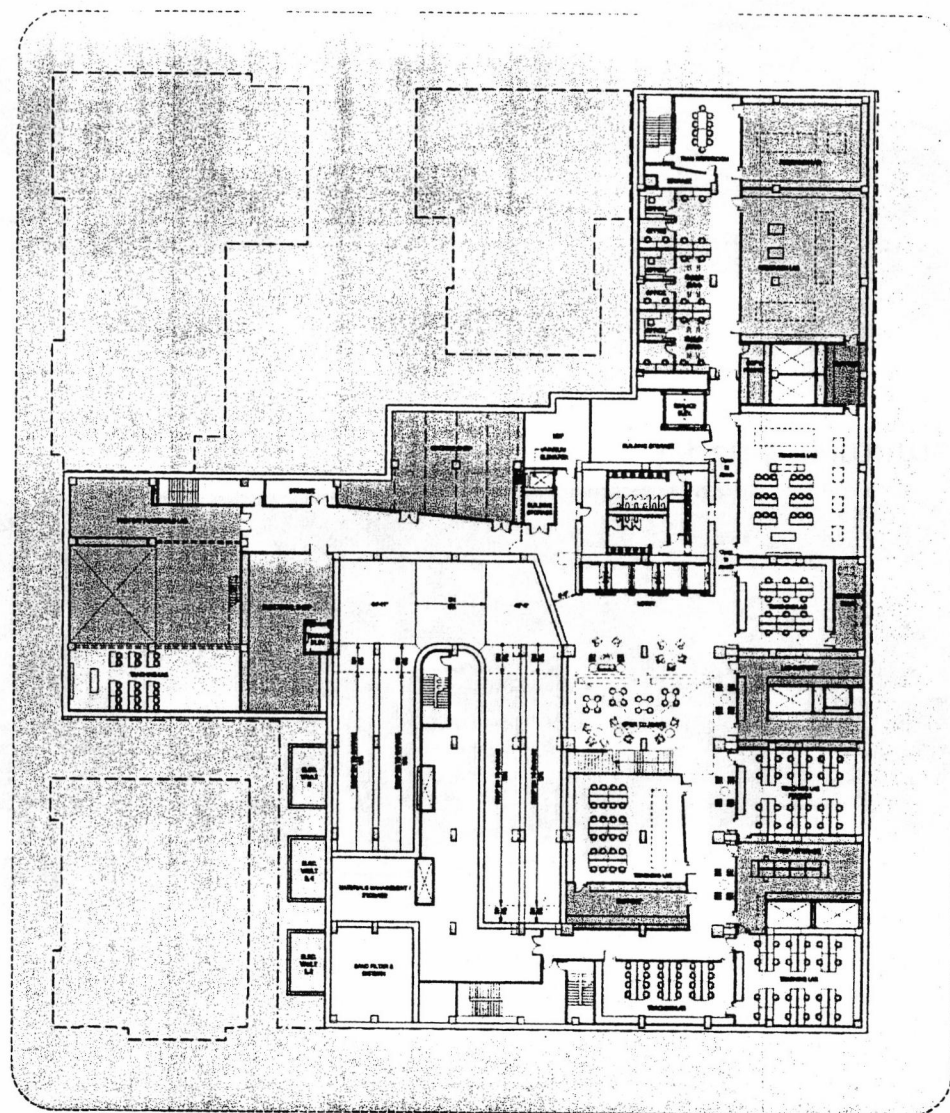


# Lower Levels 2 & 1

LL2



LL1



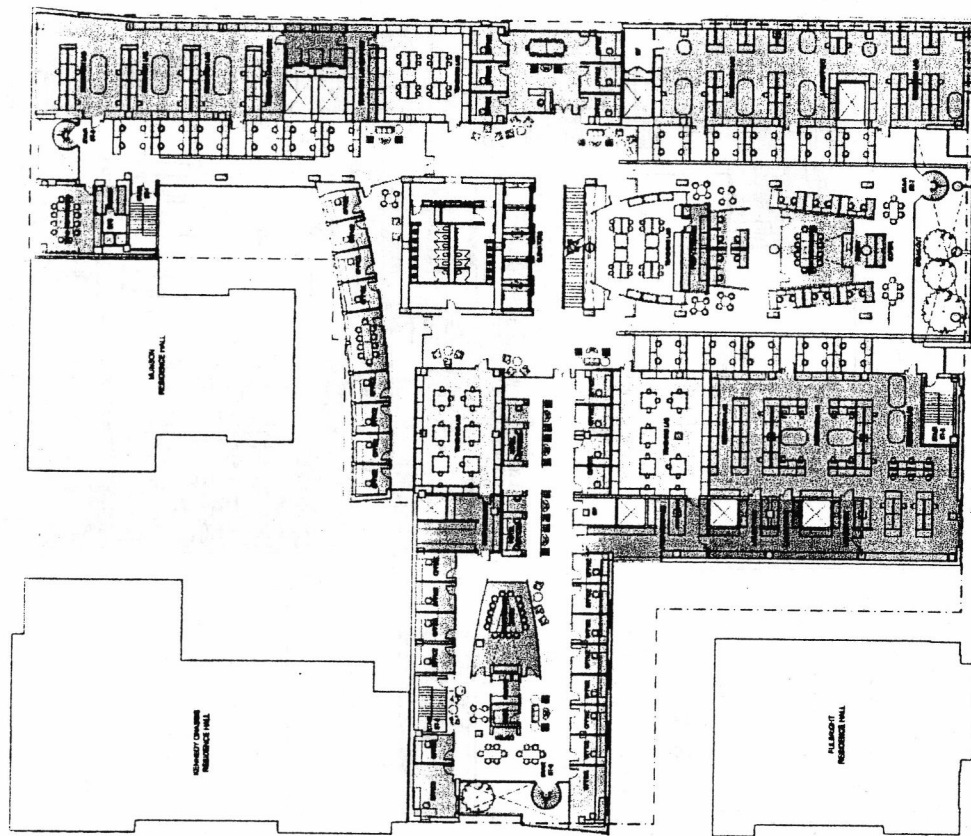
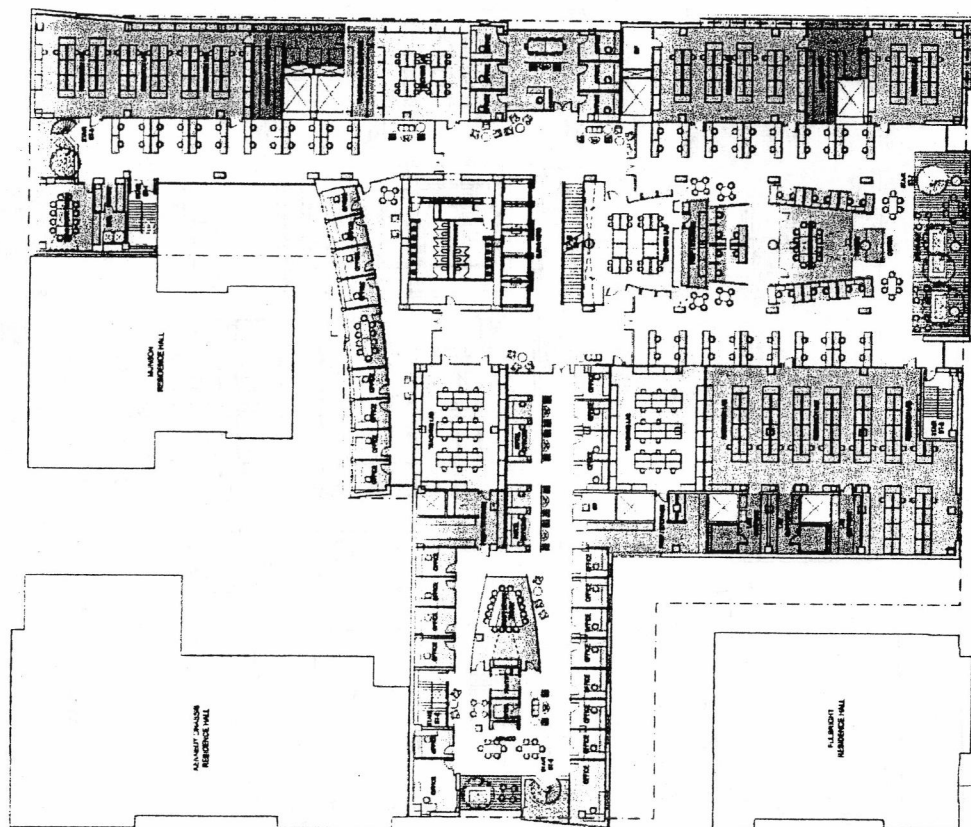
## 1



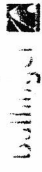


## Levels 3 & 4

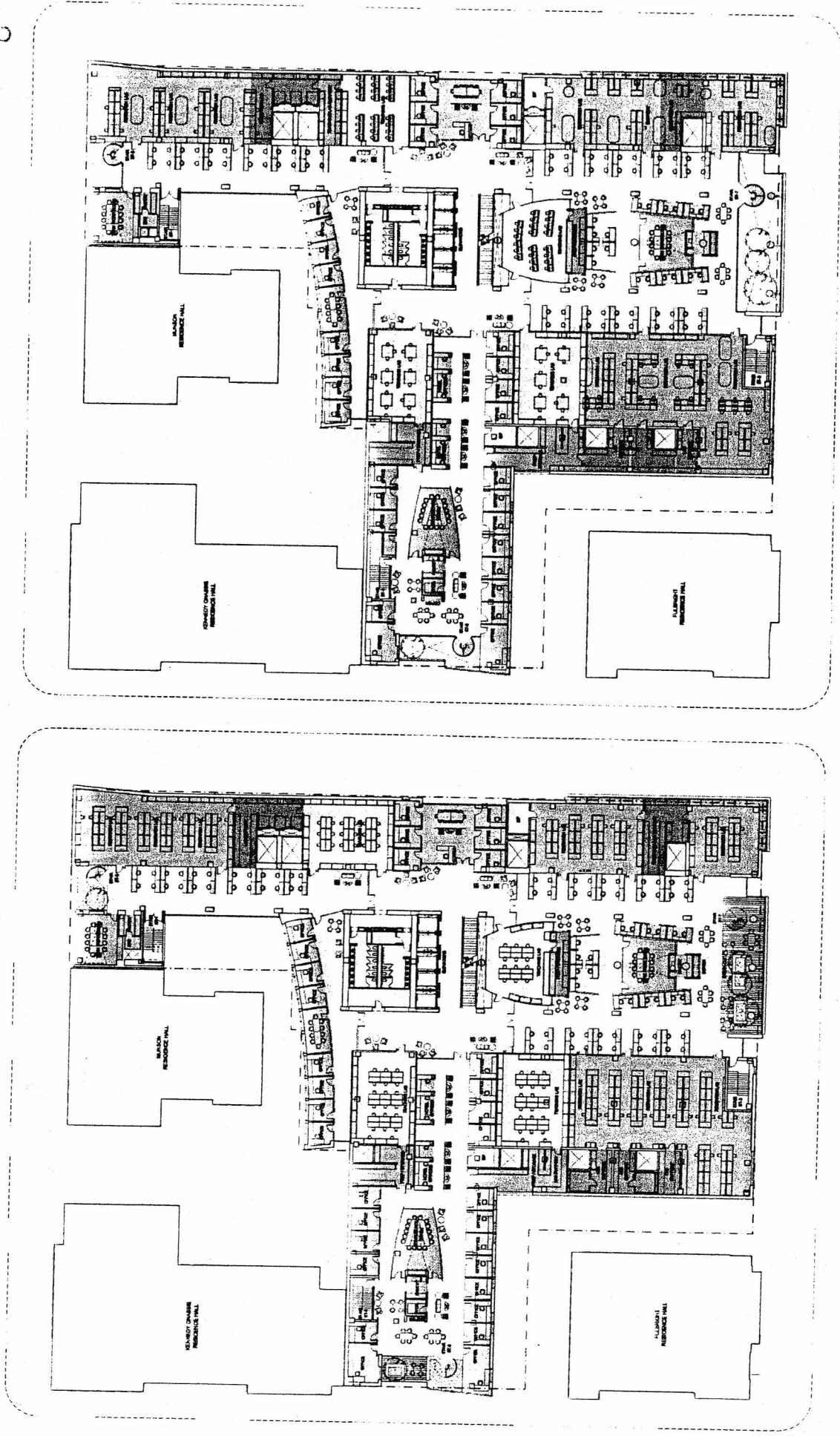
3



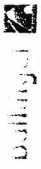
Levels 5 & 6



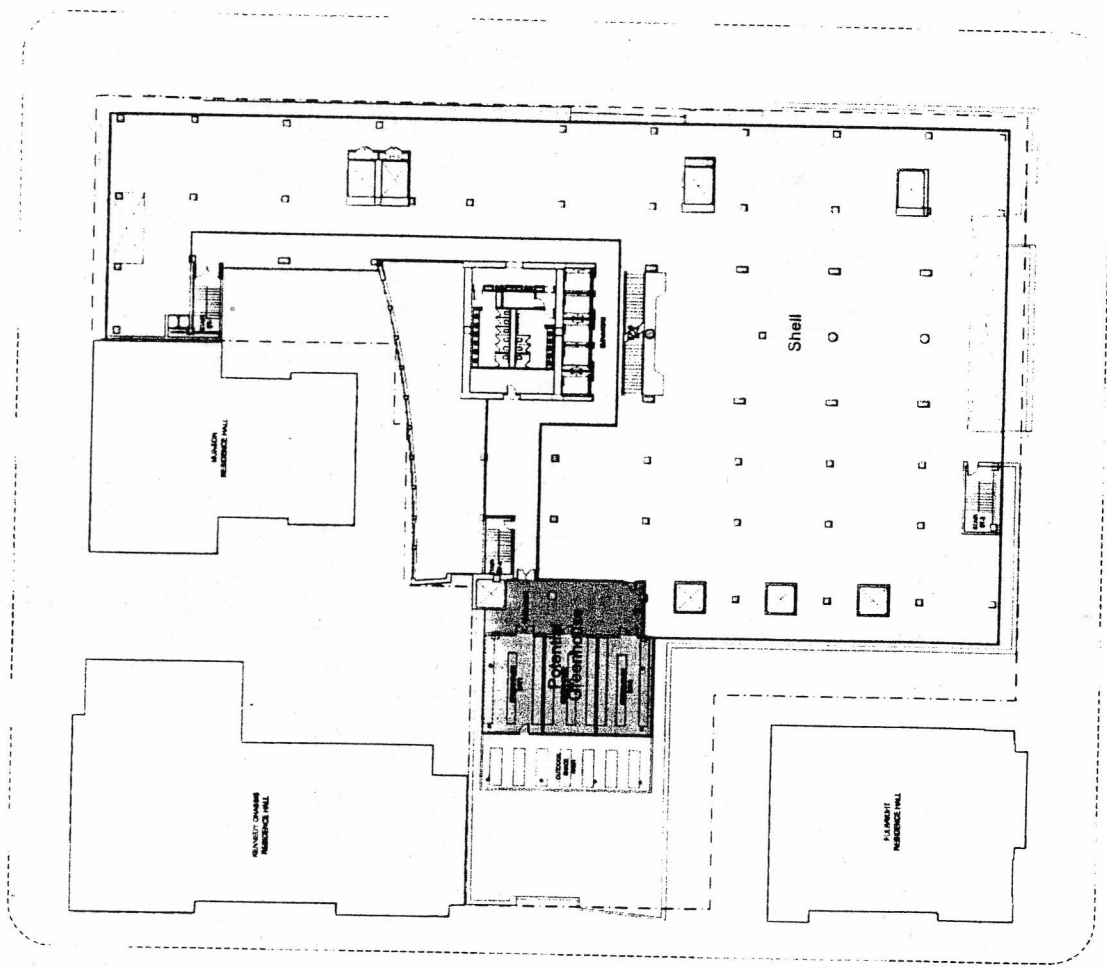
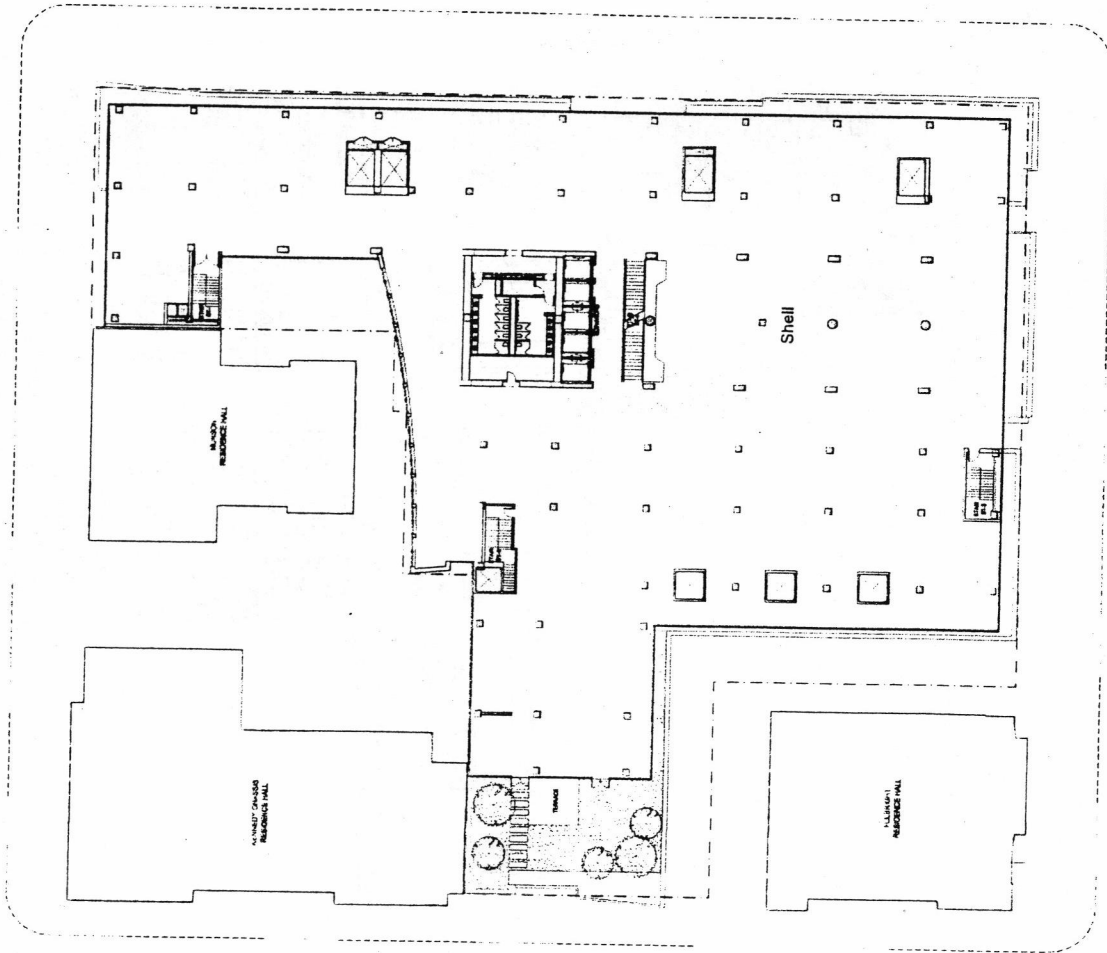
5



# Levels 7 & 8: Shelled

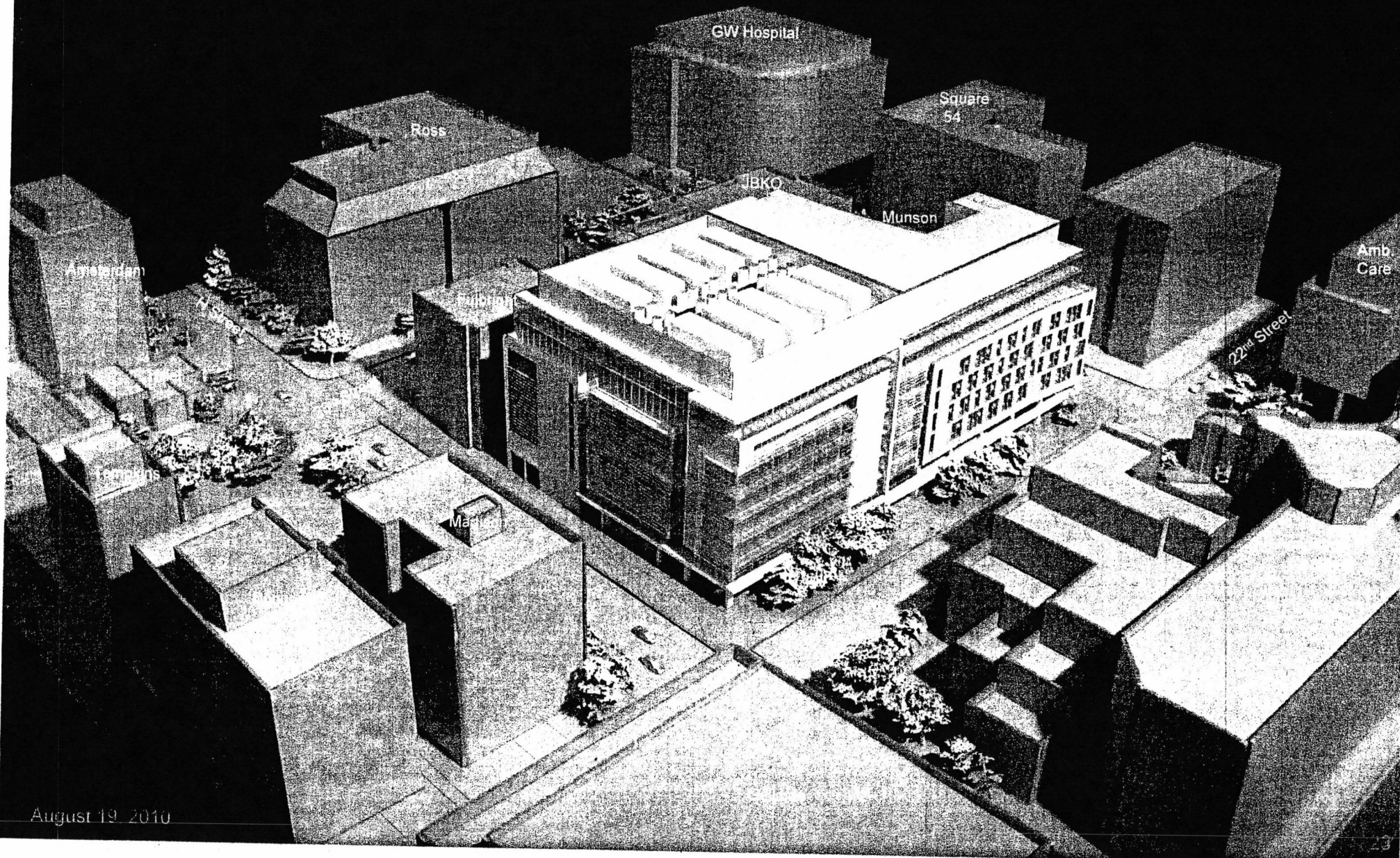


7





# Exterior View Looking Northwest



August 19, 2010

**ANNUAL REPORT  
of  
THE EXECUTIVE COMMITTEE OF THE FACULTY SENATE  
2009-2010 SESSION**

During the 2009-2010 session the Executive Committee established the agenda for eight regular meetings of the Faculty Senate.

The Faculty Senate considered five resolutions. Two were adopted without emendation, three were adopted as amended. One resolution was recommitted to committee and subsequently adopted as amended. The administration's response to the resolutions is attached to this report. The resolutions are briefly summarized below.

**FACULTY SENATE RESOLUTIONS**

***"A Resolution to Amend the George Washington University Equal Employment Opportunity Policy to Include 'Gender Identity or Expression'"***

Presented by the Joint Committee of Faculty and Students, the resolution provides for inclusion of "gender identity or expression" in the University's non-discrimination policies. This inclusion is consistent with the D.C. Human Rights Act.

The resolution was accepted by the administration and referred to the Office of General Counsel for implementation. (Resolution 09/1 is attached).

***"A Resolution Recommending Modification of the Unified Budget Model"***

Introduced by the Faculty Senate's Committee on Fiscal Planning and Budgeting, the resolution addresses the allocation of tuition revenues in the case of students with majors in one School, who subsequently declare a major in a second School.

At present, full tuition is allocated to the School in which the student originally declared his/her major. The resolution provides that in such situations, tuition revenue be divided equally between the two Schools.

After its passage in the Senate, the resolution was transmitted to the Council of Deans, which did not support the proposed change. (Resolution 09/2 is attached)

***"A Resolution to Amend the Faculty Code With Respect to the Participation of Research Faculty in Certain Governance Matters in the School of Public Health and Health Services"***

Prepared by the Committee on Professional Ethics and Academic Freedom, the resolution was approved, as amended, by the Faculty Senate. It addresses two main issues with respect to the provisions of the Faculty Code.



- The first is that the exercise of certain governance rights is reserved for regular active-active-status faculty, as defined by the Faculty Code. These include the adoption of written procedures for the governance of a School; the appointment, promotion, and tenuring of faculty; the appointment of academic administrative officers; and the development of curriculum and academic programs.
- The second is the Faculty Code requirement that the proportion of regular active-status faculty in non-tenure-accruing appointments not exceed 25% of a School and that 50% of a department's regular active-status faculty be either tenured or tenure-accruing.

The resolution then addresses the matter of the School of Public Health and Health Services with respect to the issue of governance. It points to the fact that the SPHHS has a large number of research faculty in one-year appointments who do not hold regular active-status appointments but participate in Faculty Code-specified governance matters because of the SPHHS' interpretation of a footnote on page 18 of the Faculty Code. The footnote was added in the mid-1970's and clearly not intended to apply to the SPHHS, which was established in 1997. Specifically, it provides for the clinical and research Medical School faculty to participate in governance in view of the fact that they have a key role in medical education with its emphasis on practice-based instruction.

In its resolving clauses the resolution provides the following in response to the two main points, i.e., participation in specified governance matters by non regular active-status faculty in the SPHHS and Faculty Code requirements regarding the ratio of tenured to non-tenured or tenure-accruing faculty. It calls for the following:

- Change to the Faculty Code in Article I.B.1: by replacing "The foregoing shall not apply to the Medical Center faculty who are stationed at affiliated institutions" with "The foregoing shall not apply to the faculty of the School of Medicine and Health Sciences who are stationed at affiliated institutions."
- Change to the Faculty Code footnote on page 18; by amending it to read: "In the governance of the School of Medicine and Health Sciences, all faculty of that School who are eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term 'regular' faculty appears in this document."
- Compliance of the SPHHS with respect to developing governance procedures that will bring it into compliance with Parts A-D of the Faculty Code, which includes achieving the mandated ratio of tenured and tenure-accruing faculty to non-tenure accruing faculty.

Because Resolution 09/3 calls for changes to the Faculty Code it required action by the

Board of Trustees. It approved the Resolution at the meeting of May 14, 2010. (The Board of Trustee's Decision Memorandum and Resolution 09/3 are attached).

***"A Resolution on the Proposal for a New School of Nursing"***

This resolution was presented with a report by the Special Committee on the Proposed School of Nursing. Appointed by the Executive Committee and chaired by Professor Edward Cherian, the Committee was asked to review the proposal to establish a School of Nursing and to provide their response and recommendations to the Faculty Senate.

In the resolution the Committee advised the Senate that the proposal, received on February 26, did not have sufficient supporting information that would enable the Special Committee to make an informed recommendation. Further, the resolution requests that the Special Committee be provided with information that includes a strategic and financial plan.

The resolution further recommends that no further action be taken regarding approval until the Senate has had the opportunity to consider the comprehensive plan and provide sound, well-informed recommendations to the Administration and the Board of Trustees.

The resolution was approved by the Faculty Senate.<sup>1</sup>

***"A Resolution of Appreciation"***

This resolution of appreciation for Lilien F. Robinson was approved by the Faculty Senate at its April meeting. The administration concurred with this resolution. (Resolution 09/4 is attached)

**REPORTS**

The Executive Committee arranged for the presentation of fifteen reports to the Faculty Senate. These included the annual report of the College of Professional Studies (Dean Kathleen Burke), report on changes to the University Retirement plans (Ms. Jennifer Lopez), report on Administrative Salaries (Professor Murli Gupta), report on University Research (Vice President Leo Chalupa), update on Budget and Finance (Professor Joseph Cordes), update on the Benchmarking and Programming Planning Process for the Proposed Science and Engineering Complex (Ballinger

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<sup>1</sup>Subsequent to the action of the Faculty Senate, the Special Committee was provided with additional materials by Senior Associate Dean Jean Johnson. Further discussions and work on the proposal followed. A resolution supporting the proposal was approved at the May 12 special meeting of the 2010-2011 session of the Faculty Senate.

Architects), update on the University Budget (Professor Joseph Cordes), report on the Status of Women Faculty and Faculty of Color (Executive Vice President Lehman), and report on Core Indicators of Academic Excellence (Executive Vice President Lehman).

In addition, the Executive Committee continued a process it instituted during the 2001-2002 session of presentation of School status reports by the Deans. Accordingly, the Senate received reports from the School of Medicine and Health Sciences ( Dean James Scott) and the School of Engineering and Applied Science (Dean David S. Dolling).

## **PERSONNEL MATTERS**

### ***Grievances***

Three grievances were in process during the 2009-2010 session, two in Columbian College of Arts and Sciences and one in the Elliott School of International Affairs.

One case in Columbian College was settled through mediation. The second case was dismissed by the Hearing Committee and, in accordance with the Faculty Code, reviewed by the Dispute Resolution Committee which affirmed the decision of the Hearing Committee. The grievance in the Elliott School of International Affairs was settled through mediation.

During the 2009-2010 session the Faculty Senate considered and dealt with matters central to the success of the faculty role in governance at the University. The Executive Committee is grateful to Faculty Senate members and the many colleagues throughout the University for their hard work, dedication, and support. The Committee is most appreciative of the time and effort extended by President Knapp and Executive Vice President Lehman on the challenging issues of this session. The Executive Committee extends very special thanks to Sue Campbell for her conscientious, effective, and cheerful assistance in the work of the Faculty Senate.

Respectfully submitted,

Lilien F. Robinson, Chair

Members of the Executive Committee:

Brian L. Biles  
Michael D. Corry  
Robert J. Harrington  
Peter F. Klaren  
Scott B. Pagel  
Gary L. Simon  
Philip W. Wirtz



## REPORT OF THE EXECUTIVE COMMITTEE

10 September 2010

Michael S. Castleberry, Chair

### ACTIONS OF THE EXECUTIVE COMMITTEE

#### *Reports*

As reported at the May 14<sup>th</sup> Senate meeting, the Executive Committee has decided to form a new SEC Committee under the leadership of Professor Hermann Helgert and Professor Linda Gallo, to address issues of building utilization, access to labs, and other faculty concerns.

On August 26, the Executive Committee received a letter from Provost Lerman and Executive Vice President and Treasurer Katz concerning a cost estimate for the proposed Science and Engineering Complex. Accompanying that letter was a report from the Ballinger firm concerning recent work on the project. This material was immediately provided to Professor Cordes, Chair of the Fiscal Planning and Budgeting Committee, for the Committee's consideration. The letter and report is available for distribution today and will be included with the meeting minutes.

On August 24, the Executive Committee received a supplemental report provided for in Resolution 10/1 concerning the School of Nursing. The report has been forwarded to Professor Edward Cherian for discussion and evaluation by the Special Committee on the Proposed School of Nursing. That report is available for distribution today and will be included with the meeting minutes.

#### *Faculty Senate Committee Assignments*

The Executive Committee forwarded Committee materials and assignments to Senate Committee Chairs this week, and thanks in advance those faculty members who have agreed to serve as Chairs and Committee members.

### PERSONNEL MATTERS

#### *Grievances*

There are presently no grievances pending.

#### *Nonconcurrences*

As reported at the Senate's meeting on May 14<sup>th</sup>, the Executive Committee received a nonconcurrency with a faculty tenure and promotion recommendation originating in the School of Engineering and Applied Science. The Executive Committee reviewed the matter and recommended that the Dean withdraw his nonconcurrency with the faculty recommendation in the case.



The Dean did not withdraw his nonconcurrence and the Department elected to forward the matter to President Knapp. The President decided to extend the tenure clock for the faculty member and make a determination in one year.

*Report of the Faculty Senate to the Academic Affairs Committee of the Board of Trustees*

The report presented at the May meeting of the Academic Affairs Committee by Professor Lilien Robinson is being distributed today and will form part of the minutes.

**CHANGE IN THE DATE OF THE FACULTY ASSEMBLY**

Please note that due to scheduling difficulties, the Faculty Assembly will take place from 2 to 5 p.m. on Tuesday, October 5, rather than on October 6, as previously scheduled. A reception will follow the Assembly. The agenda for this meeting will be distributed in mid-September. Please mark your calendars to reflect this change.

**NEXT MEETING of THE EXECUTIVE COMMITTEE**

The next meeting of the Executive Committee is scheduled for Friday, September 24. Any resolutions, reports, or matters you wish to have the Executive Committee address should be forwarded to the Senate Office prior to that meeting.

## REPORT OF THE FACULTY SENATE

April 23, 2010

The Faculty Senate has met three times since the February 11, 2010 meeting of the Academic Affairs Committee of the Board of Trustees.

On behalf of the Faculty Senate, I offer the following report.

### ACTION ITEMS

The Faculty Senate considered and approved three resolutions. They have been transmitted to the Administration.

#### *A Resolution to Amend the Faculty Code With Respect to the Participation of Research Faculty in Certain Governance Matters in the School of Public Health and Health Services*

Prepared by the Committee on Professional Ethics and Academic Freedom, the resolution was approved at the March 12 Faculty Senate meeting. It addresses two main issues with respect to the provisions of the *Faculty Code*.

- The first is that the exercise of certain governance rights is reserved for regular active-status faculty, as defined by the *Faculty Code*. These include the adoption of written procedures for the governance of a school; the appointment, promotion, and tenuring of faculty; the appointment of academic administrative officers; and the development of curriculum and academic programs.
- The second is the *Faculty Code* requirement that the proportion of regular active-status faculty in non-tenure accruing appointments not exceed 25% of a school and that 50% of a department's regular active-status faculty be either tenured or tenure-accruing.

The resolution then addresses the matter of the School of Public Health and Health and Health Services with respect to the issue of governance. It points to the fact that the SPHHS has a large number of research faculty in one-year appointments who do not hold regular active-status appointments but participate in *Faculty Code* specified governance matters because of the SPHHS' interpretation of a footnote on page 18 of the *Faculty Code*. The footnote was added in the mid-1970's and clearly not intended to apply to the SPHHS which was established in 1997. Specifically, it provides for the clinical and research Medical faculty to participate in governance



in view of the fact that they have a key role in medical education with its emphasis on practice-based instruction.

In its resolving clauses the resolution provides the following in response to the two main points, i.e., participation in specified governance matters by non regular active-status faculty in the SPHHS and *Faculty Code* requirements regarding the ratio of tenured to non-tenured or tenure-accruing faculty. It calls for the following:

- Change to the *Faculty Code* in Article I.B.1: by replacing "The foregoing shall not apply to the Medical Center faculty who are stationed at affiliated institutions" with "The foregoing shall not apply to the faculty of the School of Medicine and Health Sciences who are stationed at affiliated institutions."
- Change to the *Faculty Code* footnote on page 18; by amending it to read: "In the governance of the School of Medicine and Health Sciences, all faculty of that School who are eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term 'regular' faculty appears in this document."
- Compliance of the SPHHS with respect to developing governance procedures that will bring it into compliance with Parts A-D of the *Faculty Code*, which includes achieving the mandated ratio of tenured and tenure-accruing faculty to non-tenure-accruing faculty.

(Enclosure: Resolution 09/3 and Report)

#### ***A Resolution on the Proposal for a New School of Nursing***

This resolution was presented with a report by a Special Committee on the Proposed School of Nursing. Appointed by the Executive Committee of the Faculty Senate, the Committee was asked to review the proposal to establish a School of Nursing and to provide their response and recommendations to the Faculty Senate.

In the resolution the Committee advised the Senate that the proposal, received on February 26, did not have sufficient supporting information that would enable the Special Committee to make an informed recommendation. Further, the resolution requests that the Special Committee be provided with information that includes a strategic and financial plan for the formation and implementation of the proposed plan.

The resolution further recommends that no further action be taken regarding approval until the Senate has had the opportunity to consider the comprehensive plan and provide sound, well-informed recommendations to the Administration and the Board of Trustees.

The resolution was approved by the Faculty Senate. Subsequent to the April meeting of

the Faculty Senate the Special Committee has been provided with additional materials by Dr. Jean Johnson, Senior Associate Dean of the Health Sciences program. The Special Committee (Professors Brian Biles, Gary Simon, Arthur Wilmarth, Philip Wirtz, and Edward Cherian, Chair) has continued its discussions with Dr. Johnson.

(Enclosure: Resolution 09/5 and Report)

#### *A Resolution of Appreciation*

This resolution of appreciation for Professor Lilien F. Robinson was passed by the Faculty Senate at its April meeting.

(Enclosure: Resolution 09/4)

#### **PERSONNEL MATTERS**

The grievance in the Elliott School of International Affairs has been settled through mediation. No other grievances remain.

#### **REPORTS**

The following reports were received by the Faculty Senate.

##### *-Update on the Benchmarking and Programming Planning Process for the Proposed Science and Engineering Complex*

The Senate was provided with a comprehensive presentation by representatives of the Ballinger Architectural team on the first stage of the planning process for the construction of a complex that would accommodate the diverse teaching and research requirements across fields.

##### *-Update on the University Budget*

Presented by Professor Joseph Cordes, Chair, Fiscal Planning and Budgeting Committee, the report provides information on the fiscal year 2010 budget, projected enrollments, development of the fiscal year 2011 budget, endowment budget support, faculty/staff salary increases, construction costs and financing of the Science and Engineering Complex.



***-Report on the Status of Women Faculty and Faculty of Color***

The report was provided by Executive Vice President for Academic Affairs Lehman. It addressed the changes in the number of faculty of color and women faculty between 2007-2008 and 2009-2010. Since 2007-2008 the number of women faculty has increased by 14.9% and the number of faculty of color by 22.7%.

***-Report on Core Indicators of Academic Excellence***

Also a report by Executive Vice President Lehman, it presented data and analysis on faculty counts, faculty characteristics, faculty teaching, faculty external research support, faculty achievements, and student enrollment trends.

On a personal note, having worked with the members of the Board of Trustees over a period of fifteen years, please allow me to express my appreciation for your support, courtesy and helpfulness.

Respectfully Submitted,

Lilien F. Robinson, Chair  
Executive Committee  
Faculty Senate

Enclosures



**THE GEORGE WASHINGTON UNIVERSITY**  
**Washington, DC**

The Faculty Senate

September 2, 2010

The Faculty Senate will meet on Friday, September 10, 2010, at 2:10 p.m. in the State Room, 1957 E Street NW, seventh floor.

**AGENDA**

1. Call to order
2. **IN MEMORIAM**  
Barry L. Berman, Professor of Physics
3. Approval of the minutes of the special Senate meeting of May 12, 2010 and the regular meeting of May 14, 2010 as distributed
4. Remarks by Chairman of the GW Board of Trustees W. Russell Ramsey
5. Introduction of Resolutions
6. Response of the Administration to Senate Resolutions for the 2009-10 Session (the Administration's Response and Resolutions are enclosed)
7. Report by the Chair of the Joint Senate Subcommittee of Professional Ethics & Academic Freedom and Fiscal Planning & Budgeting Committees Regarding Noncompliance with the *Faculty Code* by School of Public Health & Health Services: Professor Edward Cherian
8. Report by the Chair of the Special Committee on the Proposed School of Nursing concerning the Report of the Nursing School received August 24, 2010: Professor Edward Cherian
9. Report on summer activity by the Chair of the Special *Ad Hoc* Committee on Financial and Operational Planning for the Science and Engineering Complex: Professor Hermann H. Helgert
10. General Business:
  - a) Report of the Executive Committee: Michael S. Castleberry, Chair
  - b) Annual Reports of Senate Standing Committees (Executive Committee Report to be distributed)
  - c) Chair's Remarks

**11. Brief Statements (and Questions)**

**12. Adjournment**

*Elizabeth A. Amundson*

**Elizabeth A. Amundson**

**Secretary**

**Enclosure**

# RESOLUTIONS 2009-10 SESSION

Resolution Number	Date of Meeting	Title of Resolution	Action	Response of Administration
09/1	5-08-09	A Resolution to Amend The George Washington University Equal Employment Opportunity Policy (EEOP) To Include "Gender Identity or Expression"	Adopted as Amended 5-08-09 (transmitted to President's Office with Resolutions for the 2008-09 Session)	Response already received.  <i>Agreed – Accepted by the Administration</i>
09/2	5-08-09	A Resolution to Recommend Modification of the Unified Budget Model	Adopted 5-08-09	Administration has taken this Resolution to the Council of Deans for review
09/3	1-15-10	A Resolution to Amend the <i>Faculty Code</i> With Respect to the Participation of Research Faculty in the Governance of the School of Public Health and Health Services	Postponed to the February 19, 2010 Senate meeting	
	2-19-10		Recommitted to Committee	
	3-12-10	A Resolution to Amend the <i>Faculty Code</i> With Respect to the Participation of Research Faculty in Certain Governance Matters in the School of Public Health and Health Services	Adopted as amended 3-12-10	Adopted as amended. See attached Decision Memorandum. Action taken at May 2010 BOT meeting.

**DECISION MEMORANDUM – Faculty Senate Resolution 09/3**  
**May 2010**

**Decision to be Made:**

The Faculty Senate has presented the Committee on Academic Affairs with a Resolution to Amend the Faculty Code with respect to the Participation of Research Faculty in Certain Governance Matters in the School of Public Health and Health Services (Faculty Senate Resolution 09/3).

**Recommendation of the Academic Affairs Committee:**

Approve amending **Article I.B1** and the asterisked footnote on page 18 (see below) of the Faculty Code as recommended by Faculty Senate Resolution 09/3, with the following provisions:

- the Board acknowledges the strong contributions that research staff (as defined in Article I.B.4 of the Faculty Code) have played in the governance of the SPHHS;
- the Board emphasizes that, in matters that are not Code-specified governance matters, research staff in the SPHHS retain the right to participate in the governance of the Medical Center pursuant to the Medical Center Organization Plan;
- research staff may participate in governance activities reserved for regular, active-status faculty without the right to vote;
- the Administration continue to work with the Faculty Senate to explore means by which research staff in all Schools within the University may contribute their expertise to the governance of the University
- research staff in the SPHHS be afforded an opportunity, where appropriate, to join the faculty in tenured or tenured-accruing positions

**Special Issues Addressed by the Academic Affairs Committee:**

These are addressed above in the Recommendation.

**Background:**

The Faculty Code contains a footnote on page 18 as follows:

“In the governance of the Medical Center, all faculty eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term ‘regular’ faculty appears in this document.” This footnote was intended to permit clinical medical faculty to participate in Code-specific matters in the Medical Center because of their key role in medical education. It was added to the Code in the mid-1970s, before SPHHS was established. In addition, SPHHS faculty composition does not comply with Article I.B.1 of the Code, which stipulates that the proportion of regular, active-status faculty serving in non-tenured positions may not exceed 25 percent. Therefore, the Faculty Senate wishes to amend the Faculty Code as follows: (1)Article I.B.1 (page 1): Amend “The foregoing shall not apply to the Medical Center faculty who are stationed at affiliated institutions...” to read “The foregoing shall not apply to the faculty of the School of Medicine and Health Sciences who are stationed at affiliated institutions....” (2) Footnote, page 18: Amend “In the governance of the Medical Center, all faculty eligible for membership....” to read “In the governance of the School of Medicine and Health Sciences, all faculty of that School who are eligible for membership....”

**Fiscal Impact of Proposed Action:**

None

**DECISION OF THE FULL BOARD OF TRUSTEES:**

(Circle One):                      Approved                      Disapproved                      Deferred                      Withdrawn

(Circle One):                                      With Discussion                                      Without Discussion

Date: 14 May 2010 \_\_\_\_\_



### RESOLUTIONS 2009-10 SESSION

Resolution Number	Date of Meeting	Title of Resolution	Action	Response of Administration
09/4	3-12-10	A Resolution of Appreciation (for Lilien F. Robinson)	Adopted 3-12-10	Total agreement!
09/5	3-12-10	A Resolution on the Proposal for a New School of Nursing	Introduced under Introduction of Resolutions 3-12-10  Adopted, as amended, 3-12-10	Adopted as amended by the Faculty Senate per Resolution 10/1.
10/1	5-12-10	A Resolution Presenting Recommendations on the Proposal for a New School of Nursing	Adopted May 12, 2010  Note: Resolution 10/1, while technically occurring during the 2010-11 Session, was forwarded to the Administration for expedited action with the Resolutions for this Session.	Adopted. See attached Decision Memorandum. Action taken at May 2010 BOT meeting.

**DECISION MEMORANDUM – Proposed School of Nursing**  
**May 2010**

**Decision to be Made:**

Establish a School of Nursing at the Virginia Science and Technology Campus, effective 1 July 2010.  
The school shall be launched and fully operational 1 July 2011.

**Recommendation of the Academic Affairs Committee:**

Approve the proposal to establish the School of Nursing as outlined in "Proposal for a School of Nursing," May 2010

**Special Issues Addressed by the Academic Affairs Committee:**

It is understood that:

- 1) At least three tenured faculty members who are not academic administrative officials shall be appointed to the faculty of the School of Nursing by August 31, 2011; and
- 2) At least 75% of the regular, active-status faculty of the School of Nursing shall hold tenured or tenure-accruing positions by August 31, 2014; and
- 3) By August 31, 2010, the founding Dean of the School of Nursing shall address those questions remaining from the Faculty Senate Committee on the Proposal for a New School of Nursing.

In addressing item 1, above, the Vice President for Health Affairs has committed to the funding of four tenured faculty lines in the School of Nursing for FY2012.

**Background:**

GW's BS in nursing program, located at the Virginia Science and Technology Campus (VSTC), has been extremely successful. For the Fall 2010 semester, the program received 400 applications for 40 open seats. This success, and the national shortage of nurses, make this a propitious time to launch a School of Nursing. A full-fledged school, in contrast to a program, will enable GW to attract top-flight faculty members and increase the number of tenured and tenure-accruing faculty members teaching nursing.

Senior Associate Dean Jean Johnson of the School of Medicine and Health Sciences, and Dr. Ellen Dawson, RN, chair of GW's department of nursing, have developed a detailed proposal, business plan, and SWOT analysis. The proposal states that the School's mission is to "develop nursing leaders who will actively engage in promoting health and well-being at local, national, and global levels." The overall goal is to be a leader in both education and research and, within eight years, to move the school into the top 25 schools of nursing as rated by U.S. News and World Report.

Market data derived from national and regional workforce projections and from GW's experience in attracting applicants supports the sustainability of the School. Applications to the BSN program increased from 79 in 2009 to 437 in 2010.

The School will be primarily located at VSTC, with a continued presence on the Foggy Bottom Campus to support nursing students integrated with the medical and physician assistant programs in Foggy Bottom.

**Fiscal Impact of Proposed Action:**

Analysis shows minimal financial effect in separating nursing from health sciences.

**DECISION OF THE FULL BOARD OF TRUSTEES:**

(Circle One):            Approved            Disapproved            Deferred            Withdrawn

(Circle One):                      With Discussion                      Without Discussion

Date: 14 May 2010 \_\_\_\_\_



THE GEORGE  
WASHINGTON  
UNIVERSITY


WASHINGTON DC

EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

11 September 2009

TO: Lilien Robinson  
Chair, Faculty Senate Executive Committee

Lehm

FR: Donald R.   
Executive Vice President for Academic Affairs  
Pre

RE: Faculty Senate Resolution 09/2

The Council of Deans met on 27 August 2009 and considered Faculty Senate Resolution 09/2 (A Resolution to Recommend Modification of the Unified Budget Model). The resolution, which proposes amending the provisions in the "Closing Out the Budget at Year End" sections "to provide for equal division of tuition revenue from undergraduate students based on their declared candidacy for majors offered by the various schools rather than based solely on school of enrollment," was discussed thoroughly at this session. It is the consensus of the deans that, in order to preserve collaborative collegiality among the schools, the deans do not support the proposed amendment to the Unified Budget Model as stated in Resolution 09/2.

cc: Council of Deans  
Don Boselovic, Senior Advisor, EVP&T  
Vanessa Rose, Executive Director, Budget

Attachment

**A Resolution to Amend The George Washington University Equal  
Employment Opportunity Policy (EEOP) To Include "Gender Identity  
or Expression" ((09/1)**

WHEREAS, the current EEOP does not specifically include "gender identity or expression" as a basis for which the University does not unlawfully discriminate; and

WHEREAS, over 260 colleges and universities have included "gender identity or expression" in their non-discrimination policies; and

WHEREAS, the inclusion of "gender identity or expression" would be consistent with provisions in the District of Columbia Human Rights Act that prohibit educational institutions from discriminating against individuals on this basis; and

WHEREAS, the inclusion of "gender identity or expression" assures current and prospective transgender students, faculty and staff that GW is a nurturing and supportive campus community; and

WHEREAS, the GW Student Association has voted unanimously to support the inclusion of such language in the EEOP; and

WHEREAS, GW students have expressed their belief that the inclusion of "gender identity or expression" in the EEOP would result in an increased sense of safety and security; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the EEOP be amended to read as follows:

"The George Washington University does not unlawfully discriminate against any person ~~on the basis of~~ on any basis prohibited by federal law, the District of Columbia Human Rights Act, or other applicable law, including without limitation, race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, or gender identity or expression. This policy covers all programs, services, policies and procedures of the University, including admission to educational programs and employment. The ~~University is subject to the District of Columbia Human Rights Act.~~"

BE IT FURTHER RESOLVED THAT THE FACULTY SENATE supports the amending of all University non-discrimination statements, including those in the Guide to Student Rights and Responsibilities and the GW statement on Discrimination and Harassment Prohibited in the Workplace, to include "gender identity or expression."

Joint Committee of Faculty and Students

April 8, 2009

Adopted as amended, May 8, 2009



**A RESOLUTION TO RECOMMEND MODIFICATION OF THE UNIFIED  
BUDGET MODEL (09/2)**

WHEREAS, the Administration has adopted the "Unified Budget Model" (UBM) and that model is playing a significant role in determining the funding for, and strength of, academic programs in the various Schools of the University;

WHEREAS, the UBM specifically claims that "(o)nly those activities that a school can control are included in determining the budgeted margin" and has interpreted that control to refer to the "continuing undergraduate students enrolled in a school's on-campus programs during the academic year", so that, for example, "under the Unified Budget Model, no tuition revenue is allocated to one school for teaching students enrolled in other schools";

WHEREAS, these two provisions of the UBM are incompatible with an environment where students should not be impeded in seeking inter-school majors and minors which require the resources and attention of at least two schools and which schools could control by denying students access to these interschool majors and minors and course enrollment;

WHEREAS, the current system provides an undesirable financial incentive for departments and faculty to discriminate among students majoring in the same subject based on the school in which they are enrolled;

WHEREAS, the *Faculty Code* Section IX.A. entitles faculty to "an active role ..." including "an opportunity to make recommendations" when budgetary decisions under schemes such as the UBM have substantial implications for the strength and continuation of academic programs, the welfare of students, and the teaching and learning environment; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the potentially dysfunctional provision of the UBM be eliminated by amending the provisions in the "Closing Out the Budget at Year End" sections (pages 3 and 4) of the current Unified Budget model to provide for equal division of tuition revenue from undergraduate students based on their declared candidacy for majors offered by the various schools rather than based solely on school of enrollment. This recommended change is to take effect in fiscal year 2010.

Committee on Fiscal Planning and Budgeting  
April 21, 2009

Adopted May 8, 2009

**A RESOLUTION TO AMEND THE FACULTY CODE WITH  
RESPECT TO THE PARTICIPATION OF RESEARCH FACULTY IN  
CERTAIN GOVERNANCE MATTERS IN THE SCHOOL OF PUBLIC HEALTH  
AND HEALTH SERVICES (09/3)**

**WHEREAS**, as further explained in the Report of the Committee on Professional Ethics and Academic Freedom attached to this Resolution as Appendix A, since 2002 the Faculty Senate has actively encouraged and supported efforts by the School of Public Health and Health Services ("SPHHS") to achieve its aspirations for academic excellence and to build a national and international reputation as a preeminent school of public health; and

**WHEREAS**, the Procedures for the Implementation of the Faculty Code ("Procedures") provide that the regular, active-status faculty of each school is responsible for the following governance matters within that school: (i) the adoption of written procedures for the governance of the school pursuant to Part A of the Procedures, (ii) the appointment, promotion and tenuring of faculty pursuant to Part B of the Procedures, (iii) the appointment of academic administrative officers pursuant to Part C of the Procedures, and (iv) the development of curriculum and academic programs pursuant to Part D of the Procedures ("Code-specified governance matters"); and

**WHEREAS**, Article I.B.1 of the Faculty Code specifies: "... the proportion of regular, active-status faculty serving in non-tenure accruing appointments shall not exceed 25 percent in any school, nor shall any department have fewer than 50 percent of its regular, active-status faculty appointments either tenured or tenure-accruing;" and

**WHEREAS**, Article I.B.1 of the Faculty Code applies to the faculty of all schools in the University except for the faculties of the Law School and the College of Professional Studies as well as "Medical Center faculty who are stationed at affiliated institutions"; and

**WHEREAS**, a footnote on page 18 of the Faculty Code states: "In the governance of the Medical Center, all faculty eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term 'regular' faculty appears in this document;" and

**WHEREAS**, the Medical Center Faculty Organization Plan states that the voting membership of the Medical Center Faculty Assembly includes regular professors, clinical professors, professorial lecturers, adjunct professors, and research professors; and

**WHEREAS**, the SPHHS has a large number of research faculty who do not hold regular, active-status appointments but who actively participate in Code-specified governance matters in the SPHHS by virtue of the footnote on page 18 of the Faculty Code; and

**WHEREAS**, the footnote on page 18 of the Faculty Code was originally intended to allow clinical and research medical faculty to participate in Code-specified governance

matters in the Medical Center because of the key roles played by those faculty in medical education with its strong emphasis on practice-based instruction, as contrasted with the primarily academic and scholarly roles that regular, active-status faculty are required to fulfill in other schools in the University; and,

**WHEREAS**, the footnote on page 18 of the Faculty Code was added in the mid-1970's, long before the SPHHS was established in 1997 as a separate school within the Medical Center; and,

**WHEREAS**, the composition of the regular, active-status faculty of the SPHHS has not complied with Article I.B.1 since the founding of the SPHHS in 1997, and since 2002 the Faculty Senate and its Committees have made sustained efforts to persuade the SPHHS to come into compliance with Article I.B.1. of the Faculty Code; and

**WHEREAS**, Article I.B.1. of the Faculty Code plays a vital role in supporting the University's commitments to academic excellence and shared governance because:

- (1) Article I.B.1. ensures that, in the non-excluded entities, most regular, active-status faculty members will have an opportunity to earn tenured status and, accordingly, will have strong incentives to achieve excellence in teaching and scholarship by satisfying peer-reviewed standards of academic rigor, independence and objectivity; and
- (2) Article I.B.1 further ensures that, in the non-excluded entities, (i) faculty members who participate in Code-specified governance matters in the University and its schools and departments will be regular, active-status faculty members who are engaged in all three major areas of faculty responsibility (namely, teaching, productive scholarship, and service) as set forth in Articles IV.A.6.b) and IV.B.1 of the Faculty Code, and (ii) the predominant group of such faculty members will have the opportunity to earn tenured status and thereby obtain appropriate independence in carrying out the shared responsibility of regular, active-status faculty for deciding Code-specified governance matters pursuant to Article IX of the Faculty Code and Parts A through D of the Procedures;

**WHEREAS**, during the Faculty Senate's efforts to encourage the SPHHS to come into compliance with Article I.B.1. of the Faculty Code, the Senate has become aware of the very significant role played by research faculty in Code-specified governance matters in the SPHHS, by reason of the inclusion of research faculty in the footnote on page 18 of the Faculty Code and their resulting exclusion from the requirements of Article I.B.1.; and

**WHEREAS**, the Faculty Senate has determined, based on the purposes and objectives of Article I.B.1., that research faculty of the SPHHS should not be granted authority to participate in Code-specified governance matters in the SPHHS; and

**WHEREAS**, in all matters that are not Code-specified governance matters, this Resolution does not affect the rights of research faculty of SPHHS to participate in the governance of the SPHHS or to participate in the governance of the Medical Center pursuant to the Medical Center Organizational Plan;

**NOW, THEREFORE, BE IT RESOLVED BY THE FACULTY SENATE  
OF THE GEORGE WASHINGTON UNIVERSITY**

1. That, in Article I.B.1. of the Faculty Code, the phrase "The foregoing shall not apply to the Medical Center faculty who are stationed at affiliated institutions" shall be amended to read "The foregoing shall not apply to the faculty of the School of Medicine and Health Sciences who are stationed at affiliated institutions."
2. That the asterisked footnote to Part A of The Procedures for the Implementation of the Faculty Code ("Procedures"), on page 18, be amended to read as follows:

In the governance of the School of Medicine and Health Sciences, all faculty of that School who are eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term "regular" faculty appears in this document.

3. That, following adoption of the foregoing amendments by the University's Board of Trustees, the Dean of the School of Public Health and Health Services ("SPHHS") shall take appropriate steps, in collaboration with the faculty of the SPHHS, to develop governance procedures for the SPHHS (including appropriate school and departmental bylaws) that shall bring the SPHHS into full compliance with Parts A through D of the Procedures not later than December 31, 2010.
4. That the Dean of the SPHHS shall submit a report to the Faculty Senate Executive Committee not later than January 31, 2011, describing the steps taken by the SPHHS to achieve full compliance with Parts A through D of the Procedures.
5. That the report by the Dean of the SPHHS referred to in Paragraph 4, above, shall also (i) describe the progress made by the SPHHS in moving toward full compliance with Article I.B.1 of the Faculty Code and (ii) provide an estimated date for achieving full compliance with that provision.

Committee on Professional Ethics and Academic Freedom of the Faculty Senate  
March 3, 2010

Adopted as amended March 12, 2010



## **APPENDIX A**

### **COMMITTEE REPORT ON THE RESOLUTION TO AMEND THE FACULTY CODE WITH RESPECT TO PARTICIPATION OF RESEARCH FACULTY IN CERTAIN GOVERNANCE MATTERS IN THE SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES (09/3)**

Since 2002 the Faculty Senate has actively encouraged and supported efforts by the School of Public Health and Health Services ("SPHHS") to achieve its aspirations for academic excellence and to build a national and international reputation as a preeminent school of public health.

Article I.B.1 of the Faculty Code requires that at least 75% of the regular, active-status faculty members in each school must hold either tenured or tenure-accruing appointments, except for (i) the faculties of the Law School and the College of Professional Studies, and (ii) faculty in the Medical Center who are "stationed at affiliated institutions". It also requires that at least 50% of the regular, active-status faculty members in each department of a school must hold either tenured or tenure-accruing appointments, except for (i) the faculties of the Law School and the College of Professional Studies, and (ii) faculty in the Medical Center who are "stationed at affiliated institutions".

Article I.B.1. of the Faculty Code plays a vital role in supporting the University's commitments to academic excellence and shared governance because it ensures that:

- (1) Most regular, active-status faculty members will have an opportunity to earn tenured status and, accordingly, will have strong incentives to achieve excellence in teaching and scholarship by satisfying peer-reviewed standards of academic rigor, independence and objectivity;
- (2) Faculty members who participate in the areas of governance of the University and its schools and departments that are specified in the Faculty Code (as described below) will be regular, active-status faculty members who are engaged in all three major areas of faculty responsibility (namely, teaching, productive scholarship, and service to the University, professional bodies and the public) as set forth in Articles IV.A.6.b) and IV.B.1 of the Faculty Code; and
- (3) The predominant group of such faculty members will have the opportunity to earn tenured status and thereby obtain appropriate independence in carrying out the shared responsibility of regular, active-status faculty in deciding the following crucial academic matters related to departmental, school and University governance as specified in the Procedures for the Implementation of the Faculty Code ("Procedures"): (i) the adoption of written procedures for the governance of

the school pursuant to Part A of the Procedures, (ii) the appointment, promotion and tenuring of faculty pursuant to Part B of the Procedures, (iii) the appointment of academic administrative officers pursuant to Part C of the Procedures, and (iv) the development of curriculum and academic programs pursuant to Part D of the Procedures (hereinafter collectively referred to as “Code-specified governance matters”).

The SPHHS is a school that is subject, without exception, to the requirements of Article I.B.1. of the Faculty Code. As shown on Figure 1 attached to this Report, the composition of the regular, active-status faculty of the SPHHS has not complied with Article I.B.1. since the founding of the SPHHS in 1997.

For more than seven years, the Faculty Senate and its Committees have made sustained efforts to persuade the SPHHS to come into compliance with Article I.B.1. of the Faculty Code, including:

- (1) On April 14, 2002, the Faculty Senate adopted Resolution 01/11, in which the Faculty Senate called on the Dean of the SPHHS to develop a plan to bring the SPHHS into compliance with Article I.B.1 by the Fall semester of 2007, but the SPHHS failed to develop such a plan or achieve such compliance;
- (2) In May 2008, the Executive Committee of the Faculty Senate sent a memorandum to the Dean of the SPHHS, in which the Executive Committee requested that the Dean of the SPHHS provide, not later than September 19, 2008, a detailed, comprehensive plan to bring the SPHHS into compliance with Article I.B.1. within a reasonable period not to exceed five years;
- (3) On September 24, 2008, Interim Dean Josef J. Reum of the SPHHS sent the Executive Committee a preliminary draft of a plan to bring the SPHHS into compliance with Article I.B.1 within the requested five-year period, and the Executive Committee referred Interim Dean Reum’s draft compliance plan to a Special Joint Subcommittee on Compliance by the SPHHS with the Faculty Code (“Joint Subcommittee”),
- (4) Interim Dean Reum submitted a revised compliance plan on February 2, 2009, and the Joint Subcommittee advised the Faculty Senate, at its meeting on March 13, 2009, that the revised compliance plan appeared to be feasible and appeared to provide a reasonable basis for bringing the SPHHS into compliance with Article I.B.1 by 2013.
- (5) Based on information provided by the Office of Medical Center Faculty Affairs and Program Development (“OMCFAPD”), which is reflected on Figure 1, the number of regular, active-status faculty with tenured or tenure-accruing appointments in the SPHHS increased from 17 in 2007 to 29 in 2009, while the number of regular, active-status faculty with non-tenure-accruing (“NTA”) appointments increased from 20 to 30.

- (6) The Joint Subcommittee submitted a report to the Faculty Senate Executive Committee on October 26, 2009 ("Joint Subcommittee Report"), which expressed "reservations on the validity of the [the SPHHS compliance] plan as well as the guidelines being used to implement the proposed plan," and the Report further explained that "our reservations center around the lack of specific Faculty Code compliance criteria and processes needed for legitimate search establishment and operations and [faculty appointment, promotion and tenure committee] selection and tenure issues." The Joint Subcommittee Report specifically noted a "lack of formal processes and criteria for faculty (and indeed Dean) selection, promotion and tenure" decisions at the SPHHS.
- (7) The Joint Subcommittee submitted a further report to the Faculty Senate Executive Committee on February 4, 2010, which stated that "[t]he Joint Subcommittee continues to have concerns about the lack of specific [faculty appointment, promotion and tenure] criteria and process employed by SPHHS." The report added, however, that its "overall judgment is that SPHHS continues to make good progress toward Code compliance and it is possible that in 2011 or 2012 the goal of the required number of tenured/tenure-track faculty will be met."

Since 2008, in the course of its efforts to persuade the SPHHS to come into compliance with Article I.B.1. of the Faculty Code, the Faculty Senate and its Committees have become aware of the very significant (and potentially decisive) role played by research faculty in Code-specified governance matters in the SPHHS:

- (1) In the fall semester of 2008, the Faculty Senate Executive Committee began to discuss with the University administration the launching of a search for new dean of the SPHHS that would comply with the Faculty Code.
- (2) During the course of those discussions, the Executive Committee learned that the SPHHS has a large number of research faculty who do not hold regular, active-status appointments, but who actively participate in Code-specified governance matters in the SPHHS pursuant to an asterisked footnote to Part A of the Procedures, on page 18. That footnote provides: "In the governance of the Medical Center, all faculty eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate wherever the term 'regular' faculty appears in this document". The faculty ranks which are eligible for membership in the Medical Center Faculty Assembly, and which are therefore designated as 'regular' faculty for purposes of the footnote on page 18 of the Procedures, are listed in Attachment 1.
- (3) The footnote on page 18 of the Procedures was added to the Faculty Code in the mid-1970s, long before the founding of the SPHHS in 1997. That footnote was intended to provide Code-specified governance rights in the University's Medical Center to clinical medical faculty and research medical faculty who worked in the four existing units of the Medical Center, all of which provided medical education

and medical care services at that time (namely, the School of Medicine and Health Sciences, the University's Hospital, the University's Health Plan, and the University's Medical Faculty Associates). The footnote on page 18 of the Procedures recognized the key roles played by clinical medical faculty and research medical faculty in medical education with its strong emphasis on practice-based instruction, as contrasted with the primarily academic and scholarly roles that regular, active-status faculty are required to fulfill in other schools in the University

- (4) Neither the Faculty Senate nor the University's Board of Trustees specifically discussed whether the footnote on page 18 of the Procedures should be interpreted as allowing research faculty to participate in Code-specified governance matters in the SPHHS when the SPHHS was established as a new school within the Medical Center in 1997.
- (5) The number of research faculty in the SPHHS has grown rapidly in recent years, during the same period of time that the Faculty Senate has repeatedly called upon the SPHHS to come into compliance with Article I.B.1 of the Faculty Code. According to information provided by OMCFAPD and shown on Figure 1 attached to this Report, the number of research faculty in the SPHHS has increased from 11 in 2002 to 26 in 2007 and 45 in 2009.
- (6) Research faculty in the SPHHS have joined with NTA faculty to exercise significant influence over Code-specified governance matters in the SPHHS since the school's founding, as indicated by (i) service by research faculty as voting members of committees that determine the appointment, promotion and tenure of regular, active-status faculty members within the SPHHS, and (ii) most recently, the refusal by research faculty and NTA faculty in the SPHHS to agree to a Dean's search process that would conform to Part C.2. of the Procedures by establishing a core search committee consisting solely of tenured faculty members. Instead, despite the intervention of the Executive Vice President for Academic Affairs, the core search committee established for the current Dean's search in the SPHHS includes five tenured faculty members, two faculty members who hold NTA appointments and two research faculty.
- (7) In combination, the NTA regular, active-status faculty and the research faculty of SPHHS, who totaled 75 in 2009, have the potential to exercise control over Code-specified governance matters in the SPHHS. In contrast, only 28% (29 of 104) of the faculty members in the SPHHS in 2009 were regular, active-status faculty members with tenured or tenure-accruing appointments (see Figure 1, attached).
- (8) A review of the Columbia University Faculty Handbook and the policies and procedures issued by the office of the dean of The Johns Hopkins University Bloomberg School of Public Health reveals no comparable provisions that grant research faculty the level of participation in governance that they have in the SPHHS. Research faculty members at these two prominent schools of public

health are recognized in various ways, but they are not given full and equal participation in governance with respect to core academic issues.

The unintended consequences of the footnote on page 18 of the Faculty Code clearly undermine Code-compliant faculty governance in the SPHHS and must be remedied if similar problems are to be avoided in the future. Members of the research and NTA faculty in the SPHHS are appointed on short-term contracts (typically for one year), and they therefore may not have the necessary security of employment to express their independent views on Code-specified governance matters in a manner comparable to the independent voice of tenured faculty.

In schools within the University outside the Medical Center, research faculty do not participate in Code-specified governance matters in schools and departments. Research faculty do not hold regular, active-status appointments under Article I.B.1 of the Faculty Code and, instead, hold research staff appointments under Article I.B.4 of the Faculty Code. Consequently, research faculty in all schools within the University are not counted for purposes of applying the 75% and 50% requirements set forth in Article I.B.1. Because research faculty in the SPHHS are not counted for purposes of applying the 75% and 50% requirements under Article I.B.1., it is contrary to the purposes and objectives of Article I.B.1. to permit research faculty to participate in Code-specified governance matters in the SPHHS pursuant to the footnote on page 18 of the Faculty Code.

The Committee on Professional Ethics and Academic Freedom has determined that the SPHHS will not achieve true compliance with Article I.B.1 of the Faculty Code and Parts A through D of the Procedures unless the asterisked footnote on page 18 is amended to remove the SPHHS from the scope of that footnote. Accordingly, the Committee recommends that the Faculty Senate adopt the following resolution. The Committee wishes to emphasize that, except for Code-specified governance matters, the resolution would not affect the rights of research faculty of the SPHHS to participate in the governance of the SPHHS or the governance of the Medical Center pursuant to the Medical Center Organization Plan.

### Resolution

**NOW, THEREFORE, BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:**

1. That, in Article I.B.1. of the Faculty Code, the phrase "The foregoing shall not apply to the Medical Center faculty who are stationed at affiliated institutions" shall be amended to read "The foregoing shall not apply to the faculty of the School of Medicine and Health Sciences who are stationed at affiliated institutions."
2. That the asterisked footnote to Part A of The Procedures for the Implementation of the Faculty Code ("Procedures"), on page 18, be amended to read as follows, effective on June 30, 2010:



"In the governance of the School of Medicine and Health Sciences, all faculty of that School who are eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term "regular" faculty appears in this document."

3. That, following adoption of the foregoing amendment by the University's Board of Trustees, the Dean of the School of Public Health and Health Services ("SPHHS") shall take appropriate steps, in collaboration with the faculty of the SPHHS, to develop governance procedures for the SPHHS (including appropriate school and departmental bylaws) that shall bring the SPHHS into full compliance with Parts A through D of the Procedures not later than December 31, 2010.
4. That the Dean of the SPHHS shall submit a report to the Faculty Senate Executive Committee not later than January 31, 2011, describing the steps taken by the SPHHS to achieve full compliance with Parts A through D of the Procedures.
5. That the report by the Dean of the SPHHS referred to in Paragraph 4, above, shall also (i) describe the progress made by the SPHHS in moving toward full compliance with Article I.B.1 of the Faculty Code and (ii) provide an estimated date for achieving full compliance with that provision.

Committee on Professional Ethics and Academic Freedom of the Faculty Senate  
March 3, 2010

Adopted with Resolution 09/3 as amended March 12, 2010

ATTACHMENT 1  
RELEVANT SECTION OF THE MEDICAL CENTER  
FACULTY ORGANIZATION PLAN

The Medical Center Faculty Organization Plan states in Article II. The Medical Center

Faculty Assembly, Section 1. Membership, that:

The voting membership of the Faculty Assembly shall consist of all faculty members in the following grades of academic service:

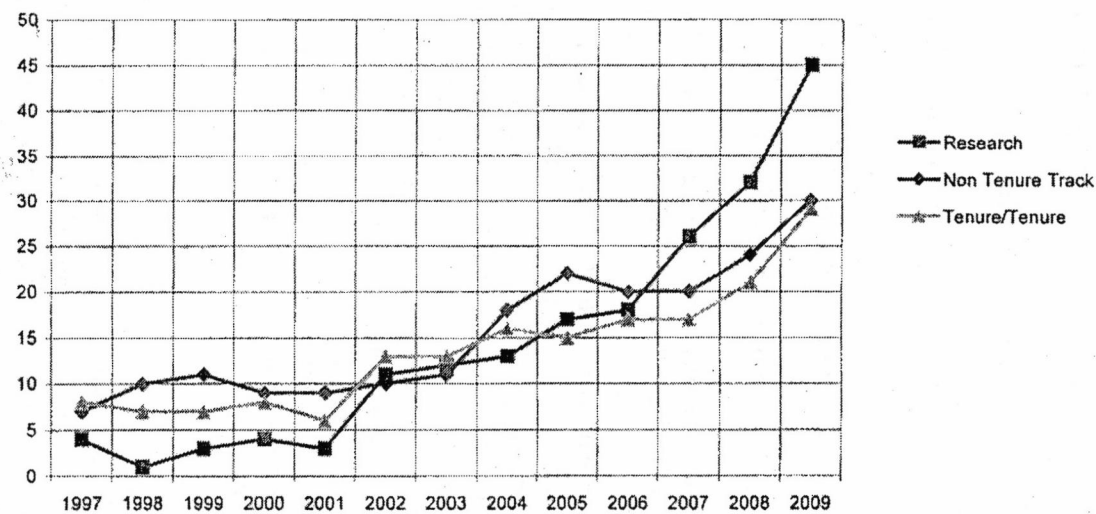
1. Professor, Associate Professor, Assistant Professor, Instructor.
2. Clinical Professor, Professorial Lecturer, Associate Clinical Professor, Associate Professorial Lecturer, Assistant Clinical Professor, Clinical Instructor, Lecturer, Special Lecturer, Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, Adjunct Instructor.
3. Research Professor, Associate Research Professor, Assistant Research Professor, Research Instructor

In addition, such members of the Administrative Board as might not otherwise be qualified for membership shall be members of the Faculty Assembly.

This list includes the entire range of faculty ranks. "Voting membership" makes no distinction as to tenured or nontenured faculty or if "voting members" hold regular, active-status appointments or research appointments. The footnote on page 18 of the Faculty Code has been interpreted in the Medical Center to mandate that all like-designated faculty members in the SPHHS are eligible to vote in the same manner as regular active-status faculty, regardless of tenure, on all matters pertaining to governance of the SPHHS.

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Non Tenure Track	7	10	11	9	9	10	11	18	22	20	20	24	30
Research	4	1	3	4	3	11	12	13	17	18	26	32	45
Tenure/Tenure Track	8	7	7	8	6	13	13	16	15	17	17	21	29
	19	18	21	21	18	34	36	47	54	55	63	77	104

**Figure 1**  
**School of Public Health and Health Services**  
**Non Tenure, Research and Tenure/Tenure Track Faculty 1997- 2009**  
**\*\*Prior to 2004 - no tenure track\*\***



A RESOLUTION OF APPRECIATION (09/4)

WHEREAS, Lilien F. Robinson, Professor of Art History, has earned the highest level of respect, gratitude, appreciation, and admiration from the University community; and

WHEREAS, Professor Robinson has completed 31 years of service on the Faculty Senate and is currently finishing her term as Chair of the Executive Committee of the Faculty Senate; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the following citation be issued:

In recognition of the extraordinary service and outstanding contributions to The George Washington University provided by Professor Lilien F. Robinson, for which she has received numerous accolades, including the George Washington Award, the Trachtenberg Prize for University Service, and the Columbian College Teaching Excellence Award; and

In recognition of her 45 years of exemplary service to students and colleagues as a member of the full-time faculty of the Department of Fine Arts and Art History, during which time she has achieved the highest standards of excellence in her teaching and scholarship – including her selection as Co-Editor in Chief for *Serbian Studies* (the peer-reviewed journal of the North American Society for Serbian Studies), her publication of more than thirty scholarly works, including journal articles and exhibition catalogues, and her presentation of more than forty conference papers and public lectures; and

In recognition of her 22 years of distinguished service as Chair of the Department of Fine Arts and Art History, during which time she provided exceptional leadership to her Departmental colleagues; and

Especially in recognition of her extraordinary contributions to the entire University faculty through her 31 years of remarkable service as a member of the Faculty Senate – including 17 years as a member of the Executive Committee, 15 years as Chair of the Executive Committee, six years as Chair of the Committee on Appointment, Salary and Promotion Policies, three years as Chair of the Committee on Administrative Matters as They Affect the Faculty, three years as Chair of the Committee on Professional Ethics and Academic Freedom, and one year as Chair of the Committee on Educational Policy – during which time she has compiled an unparalleled record of major accomplishments for the University faculty, due to her outstanding qualities of leadership, integrity, collegiality, diplomacy, fairness, kindness, patience, and unwavering commitment to reasoned discourse and deliberation and the preservation of shared University governance;

THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

HEREBY EXPRESSES ITS DEEPEST APPRECIATION AND PROFOUND GRATITUDE TO

PROFESSOR LILIEN F. ROBINSON

FOR HER DISTINGUISHED SERVICE

Steven Knapp

Steven Knapp  
President

/SEAL/

Adopted April 9, 2010

## **A RESOLUTION ON THE PROPOSAL FOR A NEW SCHOOL OF NURSING (09/5)**

**WHEREAS**, a proposal to establish a new School of Nursing was presented to the Faculty Senate Executive Committee on February 26, 2010.

**WHEREAS**, Article IX.A of the *Faculty Code* provides that:

“The Faculty Senate or an appropriate committee thereof is entitled to an opportunity to make recommendations on proposals concerning the creation, consolidation, or elimination of schools or other major components of the University.”

**WHEREAS**, Article IX.B of the *Faculty Code* further provides that:

“The faculty cannot perform an effective and responsible role in University decision making without the cooperation of the administrative officers of the University.

“This cooperation includes the provision of such information as is necessary to the development of sound, well-informed recommendations.

“Faculty bodies charged with responsibilities for particular policy and planning areas are entitled, to the extent feasible, to be informed sufficiently in advance of important decisions within their areas of competence to be able to provide their advice or recommendations to the appropriate University officials.”

**WHEREAS**, the proposal to establish a new School of Nursing, as presented to the Faculty Senate Executive Committee, does not include sufficient supporting information to enable the Faculty Senate to evaluate the future prospects of the proposed School or to develop sound, well-informed recommendations concerning the potential advantages, disadvantages, benefits and risks of the proposed School.

**WHEREAS**, the Faculty Senate Special Committee on the Proposed School of Nursing (“Special Committee”) was appointed by the Executive Committee to review the proposal to establish a new School of Nursing and the Special Committee has submitted a report (a copy of which is attached to this Resolution as Appendix A) that describes the Special Committee's evaluation of the proposal and presents the Special Committee's recommendations for further action; **NOW, THEREFORE**

### **BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY**

1. That, the Faculty Senate has not been provided sufficient information to enable the Senate to fulfill its responsibility under Article IX of the Faculty Code to evaluate the future prospects for the proposed School of Nursing and to develop sound, well-informed recommendations regarding the potential advantages, disadvantages, benefits and risks of the proposed School of Nursing.



2. That, a comprehensive strategic and financial plan for the formation and implementation of the proposed School of Nursing, as described in the report of the Special Committee on the Proposed School of Nursing attached to this Resolution as Appendix A, should be prepared and provided to the Special Committee and the Faculty Senate as soon as is feasible.
3. That, no further action should be taken regarding any approval for the establishment of the proposed School of Nursing at the George Washington University unless a comprehensive strategic and financial plan has been developed and provided to the Special Committee and the Faculty Senate at least ~~60~~ 30 days in advance of any potential action by the Board of Trustees dealing with approval of the proposed School of Nursing, so that the Senate will have a reasonable opportunity to consider the comprehensive plan and provide sound, well-informed recommendations to the Administration and the Board of Trustees before any such action is taken.

Special Committee on the Proposed School of Nursing

Professor Edward J. Cherian, Chair  
Professor Brian L. Biles  
Professor Gary L. Simon  
Professor Arthur E. Wilmarth, Jr.

Adopted, as amended, April 9, 2010

Need for a  
Strategic Plan  
for the  
Formation of a School of Nursing  
at the  
George Washington University

On February 26, 2010 Jean Johnson, Senior Associate Dean of Health Sciences Programs, presented School Formation Committee Recommendations for the establishment of a School of Nursing to the Executive Committee of the Faculty Senate. To address this matter, the Executive Committee formed a Special Committee on the Proposed School of Nursing consisting of the following members: Brian Biles, Edward Cherian (Chair), Gary Simon and Arthur Wilmarth.

The Special Committee has reviewed the materials provided to the Executive Committee and understands the need for a swift and decisive response to this proposal based on the projected timeline of events planned.

One important issue requiring initial agreement is the location of the proposed school. Based on the DC Zoning Board's student, faculty and total population limitations, the only feasible location for this new school – in its entirety - will be at the GW Virginia Science and Technology Center in Ashburn, Virginia. (The DC maximum FTE BZA order limits GW to 16,553 students, staff and faculty at Foggy Bottom. Last fall we had 16,473.) Quality space is available at the STC which can be customized to meet the School's needs. The proximity to a good hospital (INOVA Fairfax and INOVA Loudoun Hospital, Lansdowne, VA) further enhances the attraction of this location.

In order for the Special Committee and the Faculty Senate to review the proposed school of nursing, a comprehensive strategic plan for the formation and implementation of the school is required. Enclosed is a list of information, description of concepts and plans and other requirements (although perhaps incomplete) which must be contained in such a plan in order for the Faculty Senate to be able to make a credible analysis and recommendation about the formation of the proposed school.

- 1) Overall Vision: What is the overall long-range goal for the school? Plans for the formation of a Board of Advisors; fund raising for an endowment; national recognition; future accreditation plans for the School. How will the School function as an independent unit reporting to the Provost?
- 2) Market Data: Who are the students to be recruited, the competition, and how the school will compare to the competition. Market research on the need for nurses, both nationally and regionally should be conducted if current data are not available.
- 3) Marketing Plan: Describe the degrees and courses both existing currently and planned. What are the students and faculty recruitment plans? What are the projected enrollments for students and faculty lines? How do we attract "the best"?
- 4) Implementation Plan: a) Who will be the senior executives in the operation of this school? What are their qualifications? Who else is needed? Clear description of the position descriptions for each of the different faculty and staff categories. B) APT criteria and process for each faculty category. How will the School satisfy the 75/25% tenure/tenure track requirement? Overall Plan for Faculty Code compliance. Search committee formation criteria and composition for new faculty searches.
- 5) Organization charts indicating current and future appointments. Proposed by-laws for the School and Programs/Departments consistent with the Faculty Code. Description and plans for acquisition for the physical facilities and equipments required.
- 6) Critical Risks and Strengths: What are the risks that may cause this school to be unsuccessful? What is the strategy and plans for success and growth?
- 7) Financial Plan: A pro forma income/expense statement for five years with the first year in considerable detail. What is the source of required funding? Projections of tuition revenue, research support, donations and cash flow needs. Cost of initial formation (start-up expenses) including proposed use of consultants and special

services. Will the School be self-sustaining from the initial year of operation? If not what will be the sources of subsidies? Planned tuition and other charges, and availability of scholarships/discount rate.

- 8) Detailed plan for the separation of the Nursing Department from the Health Sciences Programs and other Medical Center ties: Equitable division of research contracts, assets, faculty and staff. What will be the remaining relationships with the Health Sciences Programs and School of Medicine after formation of the new School of Nursing?

**A RESOLUTION PRESENTING RECOMMENDATIONS ON THE PROPOSAL FOR  
A NEW SCHOOL OF NURSING (10/1)**

**WHEREAS**, a proposal to establish a new School of Nursing was presented to the Faculty Senate on April 13, 2010, and was amended on April 16, 2010;

**WHEREAS**, Article IX.A of the *Faculty Code* provides that:

“The Faculty Senate or an appropriate committee thereof is entitled to an opportunity to make recommendations on proposals concerning the creation, consolidation, or elimination of schools or other major components of the University.”

**WHEREAS**, the Faculty Senate Executive Committee appointed the Faculty Senate Special Committee on the Proposed School of Nursing (the “Special Committee”) to review and evaluate the proposal to establish a new School of Nursing;

**WHEREAS**, the Special Committee prepared a report dated May 3, 2010 (the “Special Committee Report”), a copy of which is attached to this Resolution as Appendix A, which described the Special Committee's evaluation of the proposal and presented the Special Committee's recommendations for further action;

**WHEREAS**, for the reasons explained in the Special Committee Report, the Special Committee concluded that the proposal presented a persuasive case for the concept of a School of Nursing but did not sufficiently address a number of significant concerns set forth in the Special Committee Report;

**WHEREAS**, on May 10, 2010, the leadership of the proposed School of Nursing met with the Special Committee and provided additional information in an effort to address the concerns expressed in the Special Committee Report; **NOW,  
THEREFORE**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON  
UNIVERSITY**

1. That the Faculty Senate supports the establishment of a School of Nursing, conditional upon the following understandings:
  - (a) At least three tenured faculty members who are not academic administrative officials shall be appointed to the faculty of the School of Nursing by August 31, 2011;
  - (b) At least 75% of the regular, active-status faculty of the School of Nursing shall hold tenured or tenure-accruing appointments by August 31, 2014; and
  - (c) By August 31, 2010, the Dean of the School of Nursing shall submit a supplemental memorandum to the Faculty Senate Special Committee on the Proposed School of Nursing, and that memorandum shall address in



sufficient detail the remaining concerns specified in the Special Committee Report dated May 3, 2010; attached to this Resolution as Appendix A.

2. That the Faculty Senate's support for the School of Nursing expressed in this Resolution is contingent upon final approval of the amendment to the asterisked footnote on page 18 of the Faculty Code proposed in Resolution 09/3, adopted by the Faculty Senate on March 12, 2010, so that said footnote will not apply to the School of Nursing.

Special Committee on the Proposed School of Nursing

Professor Edward J. Cherian, Chair  
Professor Brian L. Biles  
Professor Gary L. Simon  
Professor Arthur E. Wilmarth, Jr.  
Professor Philip W. Wirtz

May 10, 2010

Adopted May 12, 2010

## APPENDIX A

### **The George Washington University Faculty Senate**

#### **Report of the Special Senate Committee Regarding the Proposed School of Nursing**

May 3, 2010

To: Michael S. Castleberry, Chair  
Faculty Senate Executive Committee

Re: Review of the Proposal for a School of Nursing

The April 13, 2010 proposal for a School of Nursing (as amended by 3 pages and supplemental information received on April 16, 2010) has been reviewed on an expedited basis by the members of the Special Committee, working both independently and in two meetings during the past 14 business days.

The proposal contains a great deal of information which responds to that requested in Appendix A of the Senate Resolution of April 9 concerning the proposed School of Nursing. The proposal presents a persuasive case for the concept of a School of Nursing. However the Special Committee has identified several major concerns that have not been sufficiently addressed in order to ensure the successful formation and operation of an independent School of Nursing outside the School of Medicine and Health Sciences.

- 1) The proposed School of Nursing should have a core of tenured faculty (in addition to the Dean and Senior Associate Dean) in order to have the requisite academic stature to be able to attract additional highly qualified faculty, to perform faculty appointment, promotion and tenure (APT) functions and decisions, and to establish Faculty Senate representation.
- 2) The School of Nursing should be in full compliance with the University's Faculty Code including compliance with the following requirements:
  - at least 75% of the School's regular active-status faculty must be tenured or tenure-track faculty;
  - APT committee composition, independence and process;
  - search committee composition and process for searches for faculty and academic administrators;
  - curriculum development process.
- 3) The standards for student admissions to the various degree programs should be consistent with other GW established programs, and clearly specified.
- 4) The proposed School's stated goal of achieving top 25 academic status (US News and World Report) should be fully described and the academic rigor and standards in

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admission, instruction and degree qualifications for students should be specified. In addition aspiration schools and competitive schools should be identified.

- 5) The School should be a financially self-sustaining unit, including costs of admissions, fiscal management, instructional design, student services, learning systems & support, and career development and placement. The School should be able to fully cover its direct costs and also to make substantial indirect cost contributions toward the University's overhead. Funding sources to accomplish this requirement of financial independence should be fully identified including; endowment, tuition, University contributions, donor contributions and other sources. Proposed scholarships and tuition discount rates should be specified and data (including market studies) to support projected enrollments should be provided.
- 6) The proposed School plans to occupy space at the Virginia Science and Technology Campus (STC) for some 55% of their space needs and the Foggy Bottom campus for 45% of their space needs. Enrollment, faculty and staff head count growth proposed for the School at the Foggy Bottom campus would place added strain on the University's ability to comply with the DC BZA order limits, and should be justified as being consistent with the University's overall campus development plan. Development and future growth of the proposed School should be primarily directed at the Virginia STC.
- 7) A senior Board of Advisors, totally independent of business connections with the leadership of the Department of Nursing and the Medical Center, is a necessary asset for successful School formation.
- 8) Letters of intent from INOVA Fairfax Hospital System and from other partner hospitals indicating their intent to participate with the School for student rotations and clinical experiences are needed in order to demonstrate the viability of the proposed School's instructional and business plans.
- 9) The proposal for the School of Nursing identifies a potential governance conflict in the duality of the Medical Center Faculty Senate and the University Faculty Senate. It is essential that this conflict be resolved and the proposed School of Nursing should affirm that it participates in shared governance of the University through the University Faculty Senate.

The formation of an independent School of Nursing operating outside the School of Medicine and Health Sciences should be predicated and conditioned upon achievement of the following benchmarks related to the above concerns:

- 1) A minimum of three tenured professors (exclusive of the Dean and Senior Associate Dean) should be part of the regular active status faculty of the School.

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- 2) The School's faculty composition, APT criteria and process, search committee composition and process for academic administrators, and curriculum development process should be in full compliance with the University Faculty Code.
- 3) Detailed descriptions of student admissions standards should be available for review.
- 4) A detailed plan, including timeline, for achieving the School's stated goal of top 25 academic status (US News & World Report), describing aspiration and competitive schools, should be available for review.
- 5) The School should demonstrate its financial independence (including its ability to cover all direct costs of essential School functions and to make substantial indirect cost contributions toward the University overhead) based on sources of revenue and funding details in its financial and operational plans; if the School cannot yet achieve full financial independence, its financial and operating plans should describe in detail the amounts, sources and duration of needed University subsidies until full financial independence is achieved and a credible timeline for achieving such independence.
- 6) The essential primary functions of the school including faculty, staff and students should be established at the Virginia STC and any proposal to locate School programs at the Foggy Bottom campus must demonstrate compliance with the University's campus plan and DC BZA limits on faculty, student and staff headcounts.
- 7) Activation of a fully independent Board of Advisors.
- 8) Receipt of letter(s) of intent from INOVA Fairfax Hospital System and other partner hospitals, indicating their commitment to participate with the School for student rotations and clinical experiences.
- 9) Resolution of the potential conflict in governance by affirming that the School participates in shared governance through the University Faculty Senate.

Until all of the foregoing benchmarks are satisfied as determined by a subsequent review by the Faculty Senate, the Special Committee recommends that the proposed School of Nursing should operate as a school within the School of Medicine and Health Sciences.

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Edward J. Cherian, Chair

Committee Members:

Brian Biles,  
Gary Simon  
Arthur Wilmarth  
Philip Wirtz

